SHIFT LAB 2.0

BEHAVIOUR CHANGE CARDS

Principle 1

FOCUS ON SIGNALLING SAFETY

When people feel safe, they are more
open to opposing views.

Why is it meaningful?

If trying to shift minds of conservatives (likely sleepy middle), there is some evidence that if people feel safe, they are more open to opposing views and ideas. Some evidence that progressives (activist leaning) don't understand conservatives the way conservatives understand progressives. It matters because most folks doing work in anti-racism are progressives trying to shift minds of people and perspectives they don't really understand and some evidence shows they struggle to empathize with.

Possible Implications

- Prototypes with design elements that strive to make conservative (sleepy middle folks) feel safe.

- Might be some seemingly absurd implications in prototypes as well. In one study, if conservatives put on hand sanitizer right before having a conversation around immigration, they were more likely to be open to more progressive policies around immigration.

- Tension - we can't only make people feel comfortable. We will have to have tough conversations as well in the lab process and possibly in the prototype interactions.

Principle 2

FOCUS ON EVIDENCE BASED PATTERNS OF PERSUASION

1. Reciprocity
2. Scarcity
3. Authority
4. Consistency
5. Liking
6. Consensus

Why is it meaningful?

There are a number of models that encourage behavior change. The patterns could help with deeper leverage around changing behaviours if applied to persuasion of sleepy middle to be open to reduce systemically covert racist behaviours.

Possible Implications

SIX PRINCIPLES OF PERSUASION:

Reciprocity rule—be the first to give. Make sure it is personalized and unexpected.

Scarcity rule—What are the benefits, what is unique, and what is stood to lose.

Authority—People follow the lead of credible, knowledgeable experts.

Consistency—looks for voluntary, active, and public commitments and gets those commitments in writing.
Ex: Doctor office lowered missed appointments by 18% by getting patients to write details on card.

Liking—look for areas of similarity you share with others and pay genuine compliments before you get down to business.

Consensus—point to what others already are doing, and even more so, point to what's similar about what others are doing. Especially when uncertain people will look to actions and behaviours of others to determine their own.

Principle 3

FOCUS ON MAKING BEHAVIOUR CHANGE CHOICES EASY:

1. Easy
2. Attractive
3. Social
4. Timely

Why is it meaningful?

There are a number of models that encourage behavior change. The patterns could help with deeper leverage around changing behaviours if applied to persuasion of sleepy middle to be open to reduce systemically covert racist behaviours.

Possible Implications

Easy—For example, enrolling all workers in a company pension scheme, and requiring them to opt out if they do not wish to be members, greatly increases savings rates compared with when non-membership is the default.

Attractive—making the desired choice more attractive, or at least more obvious, ranges from making the wording on letters about late payment of taxes more emphatic to placing healthy food at eye level in canteens.

Social—those that communicate norms or draw on people's networks. A scheme tested in Guatemala with help from the World Bank and BIT tweaked the wording of letters sent to people and firms who had failed to submit tax returns the previous year. The letters that framed non-payment as an active choice, or noted that paying up is more common than evasion, cut the number of non-payers in the following year and increased the average sum paid.

Timing—In 2014 Hamad Medical Corporation, a health-care provider in Qatar, raised take-up rates for diabetes screening by offering it during Ramadan. That meant most Qataris were fasting, so the need to do so before the test imposed no extra burden.

Principle 4

FOCUS ON COMMON MOTIVES AND THINGS AGREED ON

Facts don't convince people—especially if people already have an opinion.

Why is it meaningful?

If facts don't conform to our beliefs we disregard or rationalize them away. We are skeptical of those who are different then us or outside our group (race, religion etc.) but also in the form of ideas. A study suggests that when presented with facts it causes people to polarize even farther.

Ex: Presenting the facts that vaccines don't cause autism did not change beliefs of anti-vaxxers. But the common goal of healthy children and what vaccines prevent and the impact the diseases would have on the children with no mention of autism, then people are more likely to have their kids vaccinated after.

Possible Implications

- In prototypes and lab process we don't always need to go against someone's conviction in order to change their behaviour.

- If we can find a way to relate to people (sleepy middle) we disagree with, and have them see us in a positive light and as a part of their in-group the sleepy middle will be more likely to listen and change.

- Giving people information first without considering first where they are coming from may backfire.

- Strive for prototypes to facilitate personal connections, strengthening of relationships and common ground of polarized people.

Principle 5

AVOID MORAL OUTRAGE CAMPAIGNS AS THEY BACKFIRE WHEN WORKING WITH THE SLEEPY MIDDLE

Moral outrage creates further polarization and less openness to other perspectives and can make well-intended initiatives backfire.

Why is it meaningful?

Ideological segregation poses a serious risk—moral outrage in the digital age can deepen social divides. A recent study suggests a desire to punish others makes them seem less human. Thus, if digital media exacerbates moral outrage, in doing so it may increase social polarization by further dehumanizing the targets of outrage.

"For politicized issues, moral disapproval ricochets within echo chambers but only occasionally escapes."

Possible Implications

- Expect criticism that this will conflict with activist approaches.

- Remember we are working to shift the sleepy middle, not overt racism where outrage may be more warranted for stopping and shutting down overt racism.

- Tension—we can't only make people feel comfortable. We will have to have tough conversations as well.

Principle 6

AVOID CHOICE OVERLOAD

People won't change if they have too many choices.

Why is it meaningful?

By limiting the amount of unnecessary information presented, decreasing the number of choices presented, and increasing the meaningful differences between them, we can facilitate decision-making and prevent the paralysis created by choice overload.

Possible Implications

- If we can reduce the choices and give a few concrete choices, we'll be more likely to affect behaviour change, than if the choices of what to change is vast and many sided.

- Consider when creating prototypes how to simplify choices of behaviour change they might have to make.

Principle 7

MOTIVATIONAL INTERVIEWING FOR BEHAVIOUR CHANGE

Helps people find their **OWN** reasons for change which is more sticky and lasting.

Why is it meaningful?

We tend to think persuasion or motivation is something one person does to another, but your job as a persuader is to reset the context and surface people's own reasons for doing something.

Motivational Interviewing (MI) is a technique used in counselling, in particular addiction counselling that works to shift people from a place of indecision to motivation and understanding of the discrepancy of where they are currently at and their own goals towards change.

Possible Implications

EXAMPLE:

Ask your daughter Maria to clean her room. Maria on scale of 1 to 10. 1 meaning I am not ready at all, 10 meaning I'm ready right now, how ready are you to clean your room? Maria: "I'm a 2". Okay, you're a 2—why didn't you pick a lower number?

With the second question she begins articulating her own reasons for doing something. When they identify their own reasons for doing something they believe those reasons more deeply and adhere to the behaviour more strongly.

Principle 8

FOCUS ON DRIP CAMPAIGNS, GOAL SETTING, STREAKS AND GAMIFICATION REWARD NUDGES

Psychologists and video game designers
have long known that encouragement
toward a concrete goal can motivate
people to complete a task.
(Hey you're halfway there!).

Why is it meaningful?

Techniques can be used to get people's attention and change behaviour. One such example is loss aversion - people respond when there is a risk of loss rather then opportunity to gain.
Intrinsic rewards are more long lasting for longer term behaviour change. Extrinsic rewards only work in short term and the rewards have to keep coming. If the rewards stop, the behaviour change stops.
Rather than providing rewards for behavior, designers can create systems that help users find their own reasons for engaging with the behavior. The theory behind how to do this is known as Self-Determination Theory. The concept behind this theory is that intrinsic motivation is a combination of three psychological needs: competence, autonomy, and relatedness.

Possible Implications

Competence is when participants feel that they have mastered something well enough to make a difference in the world; when the participant no longer feels able to make a difference, he or she then seeks new ways to increase their competence.

Autonomy is experienced when the actions and behaviors that someone engages in matches their own sense of who they are, and the extent to which someone makes his or her own decisions about behavior.

Relatedness is based upon the connections that an individual feels with other people through their behaviors. Intrinsic motivation is a construct that combines these three concepts of competence, autonomy, and relatedness.

Principle 8: Possible Implications con't

Meaningful gamification incorporates the following 6 elements:

Play—facilitating the freedom to explore and fail within boundaries.

Exposition—creating stories for participants that are integrated with the real-world setting and allowing them to create their own.

Choice—developing systems that put the power in the hands of the participants.

Information—using game design and game display concepts to allow participants to learn more about the real-world context.

Engagement—encouraging participants to discover and learn from others interested in the real-world setting.

Reflection—assisting participants in finding other interests and past experiences that can deepen engagement and learning.

Principle 9

EMPATHY IMMERSION INTERACTIONS CAN ELICIT DEEPER INSIGHTS

Interactive experiences can create deeper insights because they use multiple learning modalities.

Why is it meaningful?

Empathy immersion is more than just listening. If people participate in an interactive experience, insights may be deeper and affect behaviour change more.

Behaviour change does not have to be invisible or serious. It can be participatory, visible, interactive, while also engaging people to think and act outside of their norms.

Possible Implications

- Question to consider: Are people who are willing to engage in these types of empathy exhibits at a "stage of readiness" for change? Is there a way to encourage/nudge to readiness so that "unlikely" participants engage as well?

- So what- ensure there is a call to action after an empathy immersion experience.

- How can you put VR experiences in the hands of people who make decisions for millions of people - who might not ever experience the lives they are impacting? For example: inside a refugee camp in Jordan.