The human side of

change

How our **thinking** shapes our **behaviour**

Simon Tulloch
st@patientsikkerhed.dk
@simontulloch

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Change is **HARD**.

There is no **'one-size-fits-all'** solution

Understanding how we **think**, helps us to understand how we **behave**

-

Change is **chronic**... (not ACUTE!)

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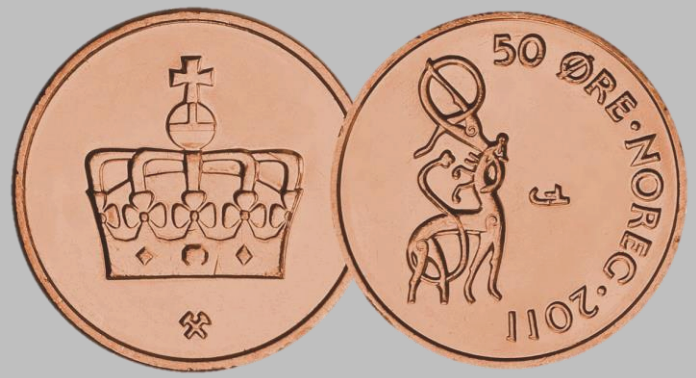
- Et balltre og en ball koster **11 NoK**.
- Balltreet koster **10 NoK** mer enn ballen.
- Hvor mye koster ballen?



A model to guide our understanding of **behaviour**

System 1

'First reaction'

Fast, automatic, impulsive, associative, emotional and unconscious

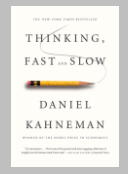
LIMBIC

System 2

'Thoughtful'

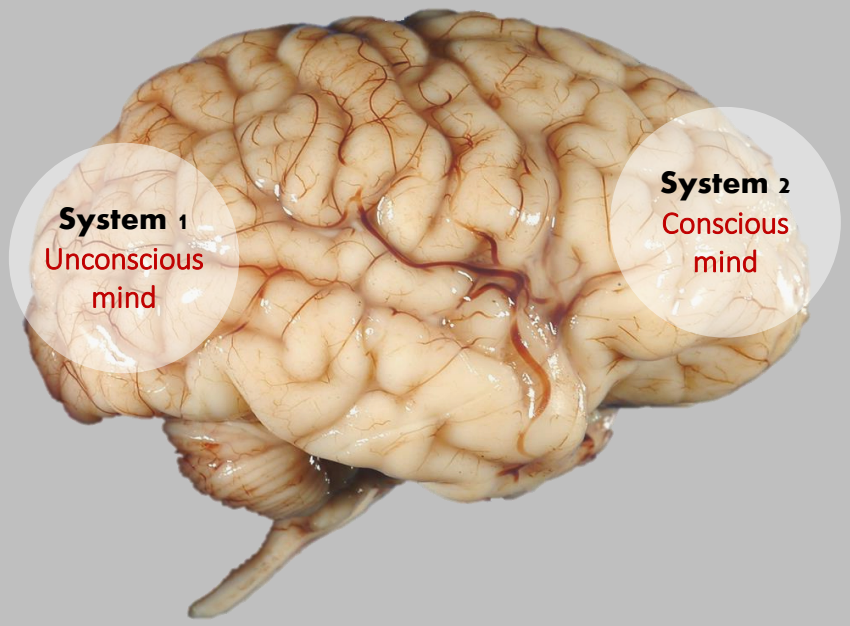
Slow, deliberate, reflexive, intentional, analytical, rational and logical

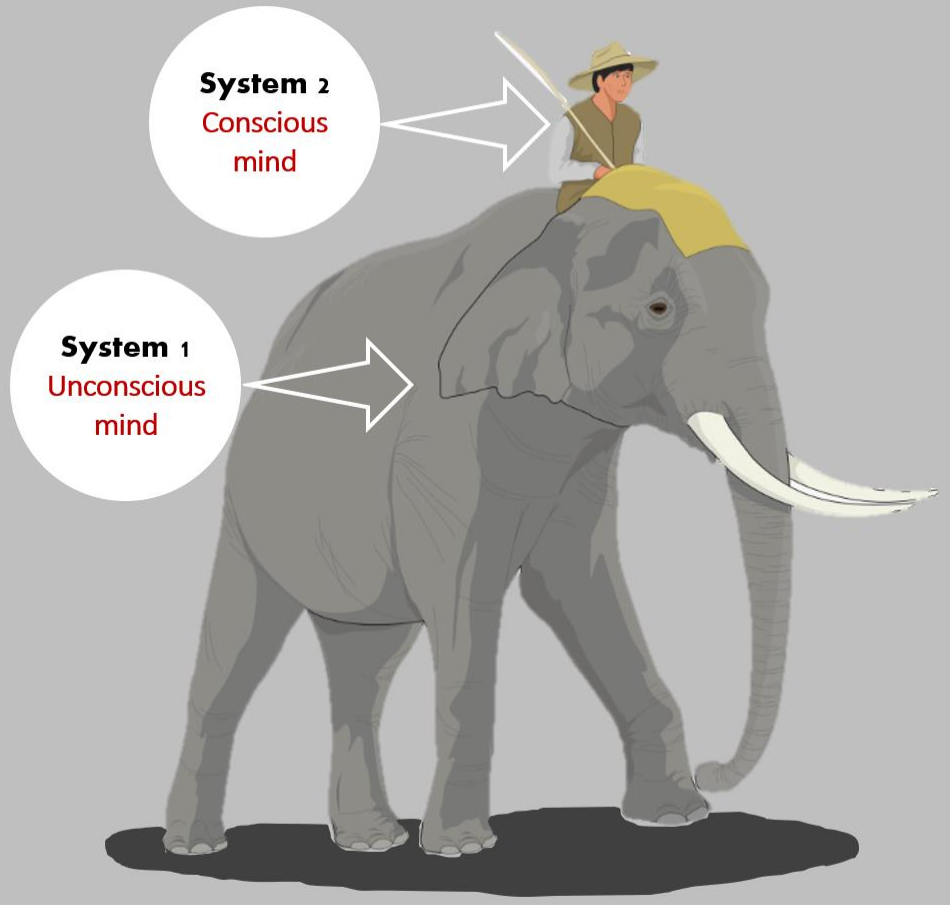
NEOCORTEX

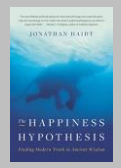


Daniel Kahneman (2011) Thinking, Fast and Slow

A framework for guiding **change** interventions







Jonathan Haidt (2005) Happiness Hypothesis: http://www.happinesshypothesis.com/

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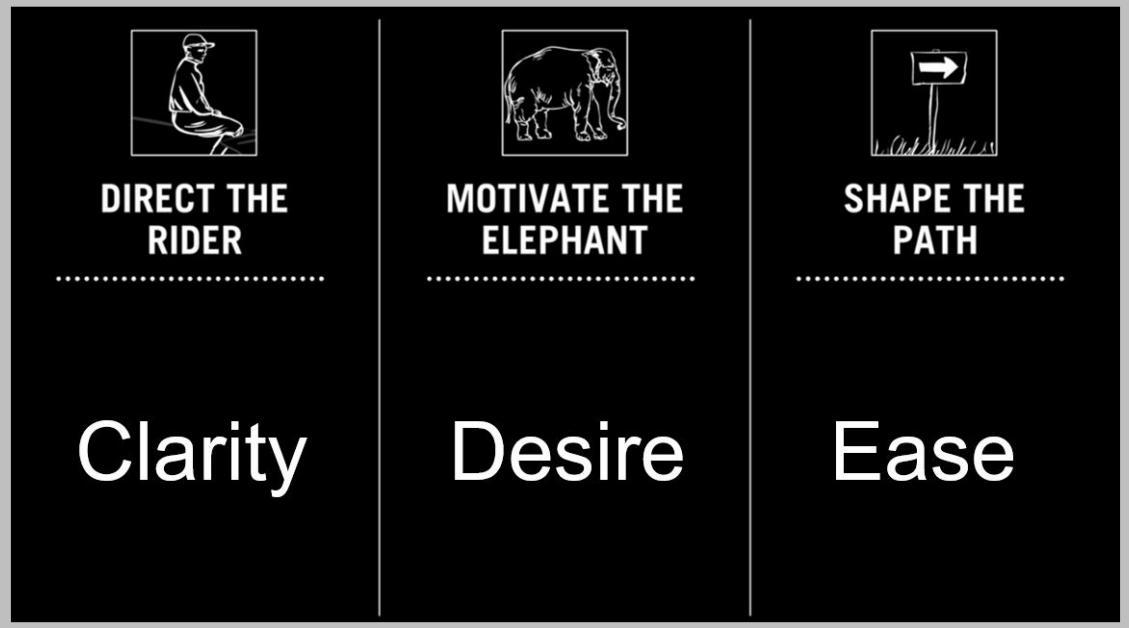

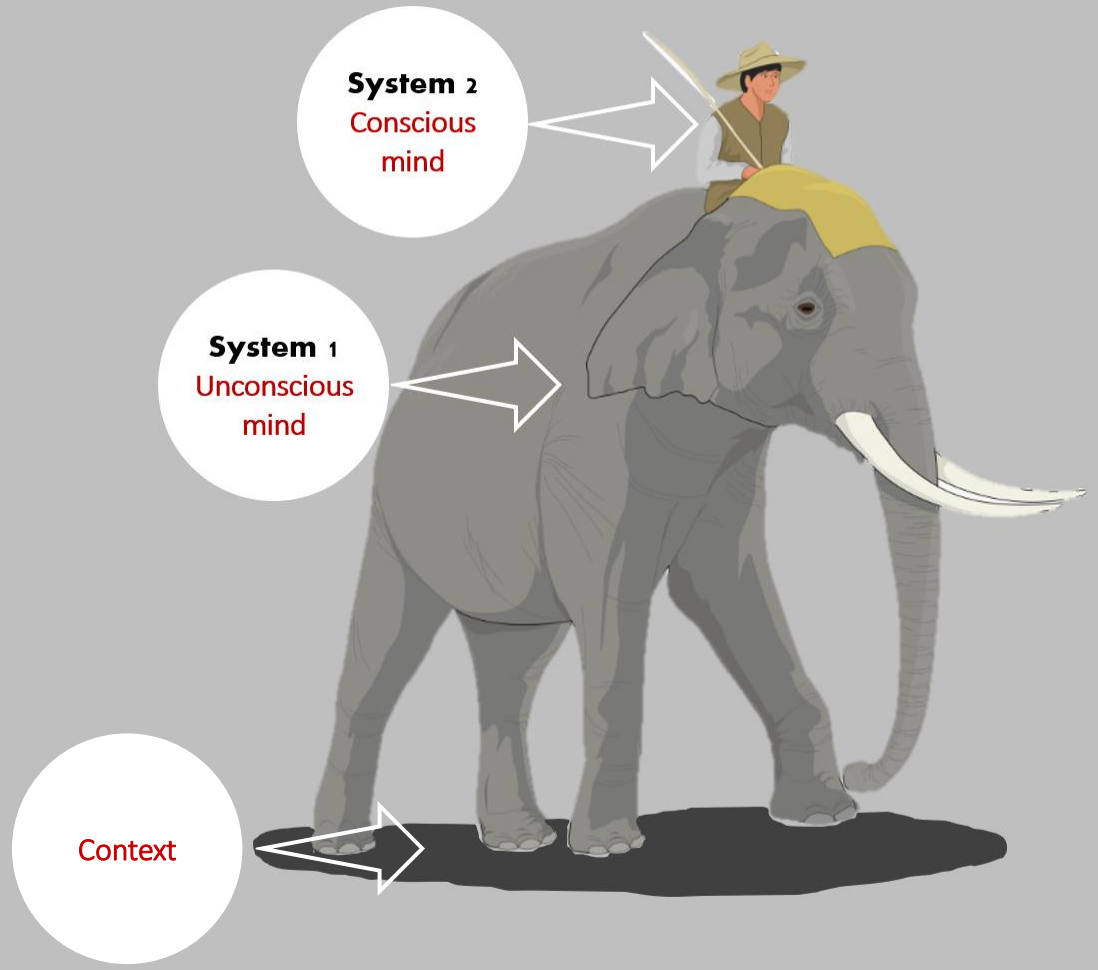

Heath, C., & Heath, D. (2011). Switch. Random House Business Books.(https://heathbrothers.com/books/switch/)

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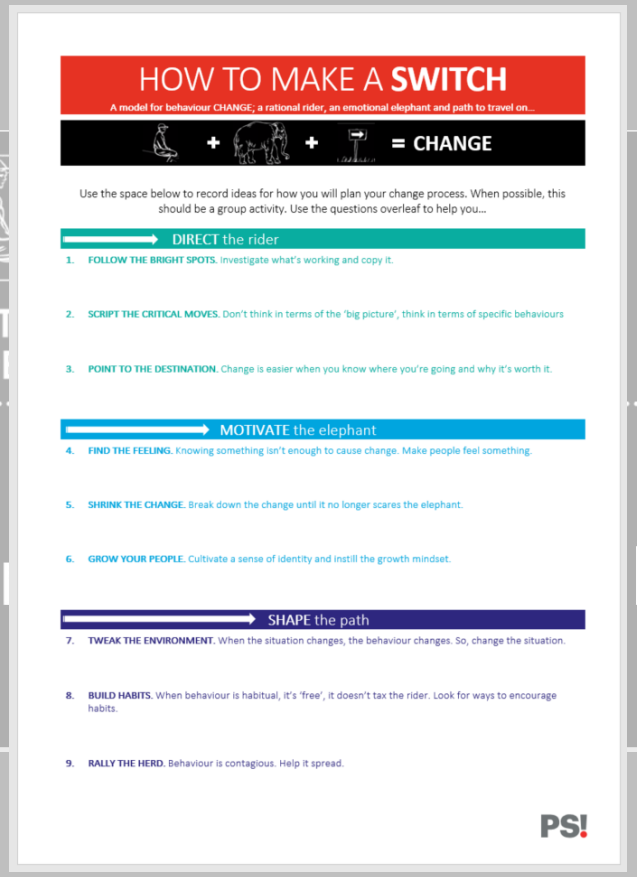
A framework for guiding **change** interventions



HOW TO MAKE A **SWITCH**

A model for behaviour CHANGE; a rational rider, an emotional elephant and path to travel on...

= CHANGE

Use the space below to record ideas for how you will plan your change process. When possible, this should be a group activity. Use the questions overleaf to help you...

DIRECT the rider

1. **FOLLOW THE BRIGHT SPOTS.** Investigate what's working and copy it.
2. **SCRIPT THE CRITICAL MOVES.** Don't think in terms of the 'big picture', think in terms of specific behaviours
3. **POINT TO THE DESTINATION.** Change is easier when you know where you're going and why it's worth it.

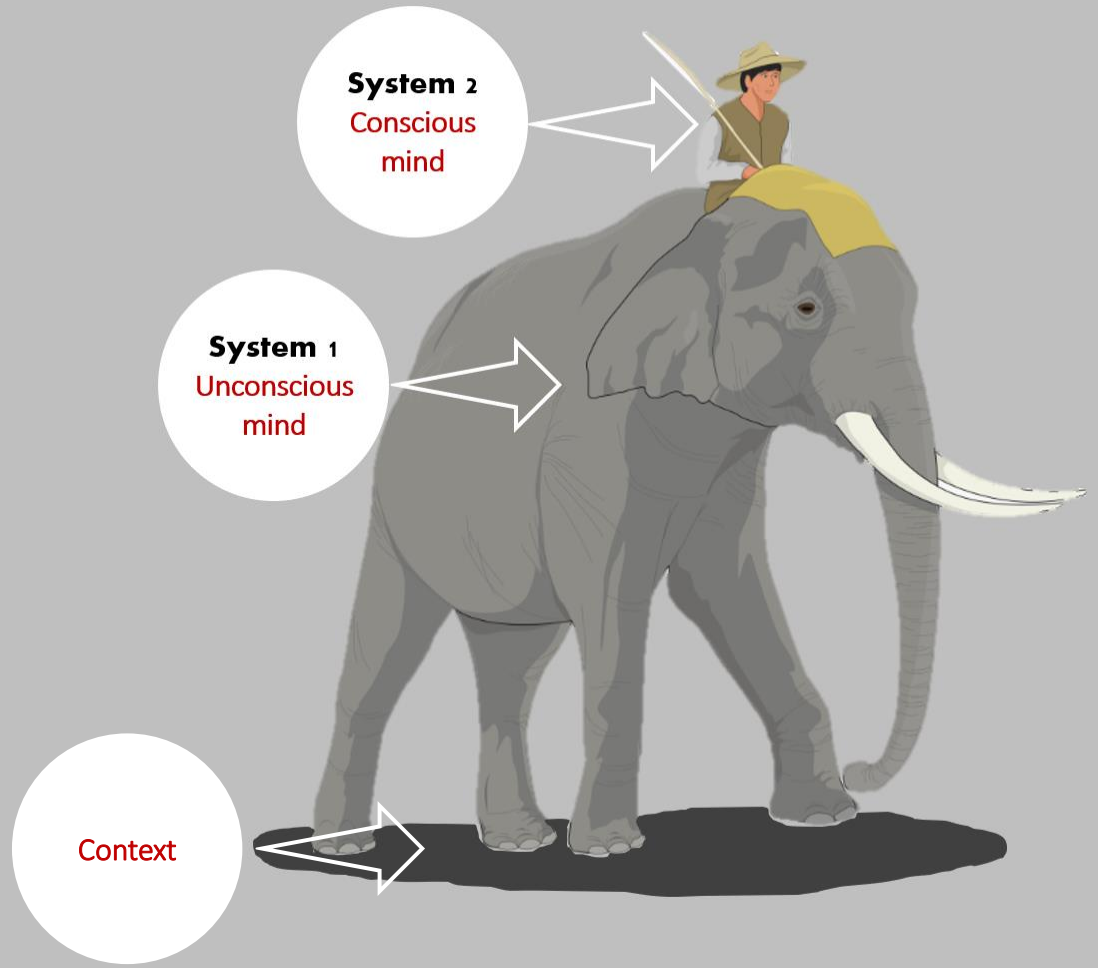
MOTIVATE the elephant

4. **FIND THE FEELING.** Knowing something isn't enough to cause change. Make people feel something.
5. **SHRINK THE CHANGE.** Break down the change until it no longer scares the elephant.
6. **GROW YOUR PEOPLE.** Cultivate a sense of identity and instill the growth mindset.

SHAPE the path

7. **TWEAK THE ENVIRONMENT.** When the situation changes, the behaviour changes. So, change the situation.
8. **BUILD HABITS.** When behaviour is habitual, it's 'free', it doesn't tax the rider. Look for ways to encourage habits.
9. **RALLY THE HERD.** Behaviour is contagious. Help it spread.

PS!



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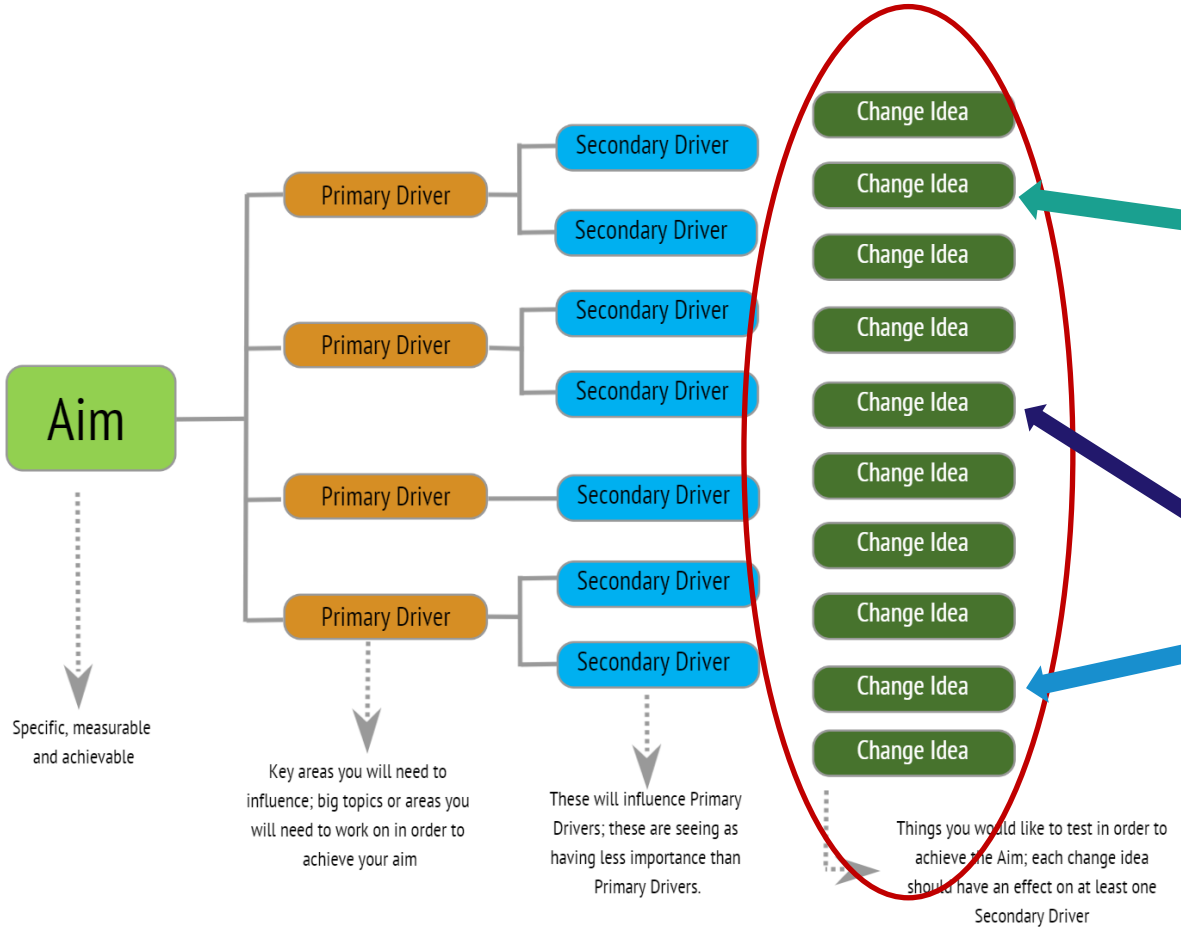
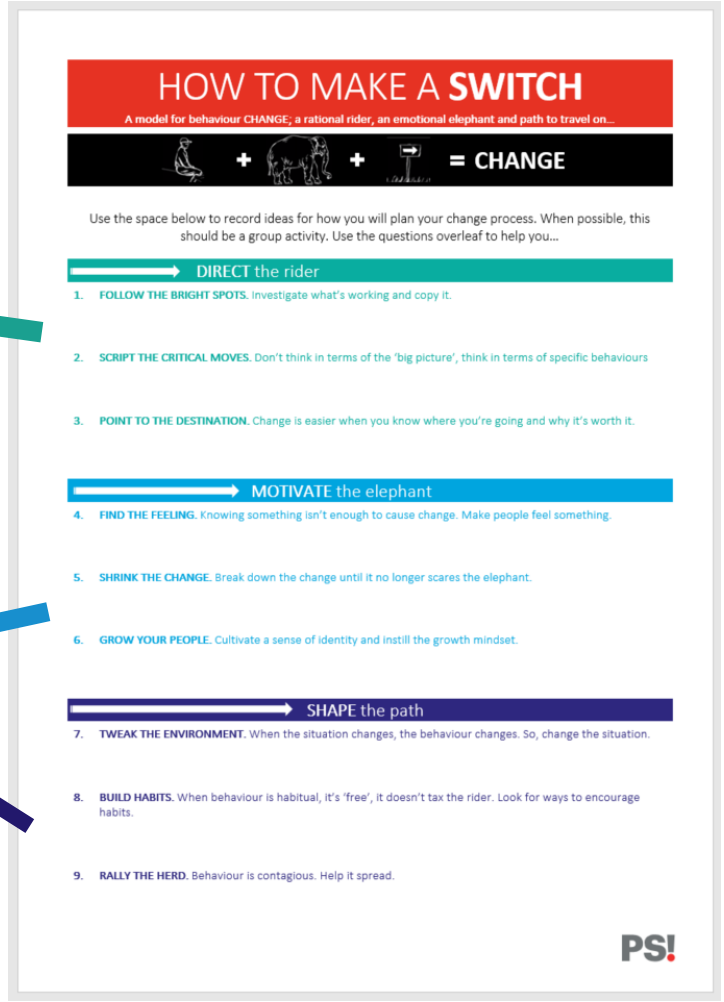
Driver diagram & 'Framework for change'





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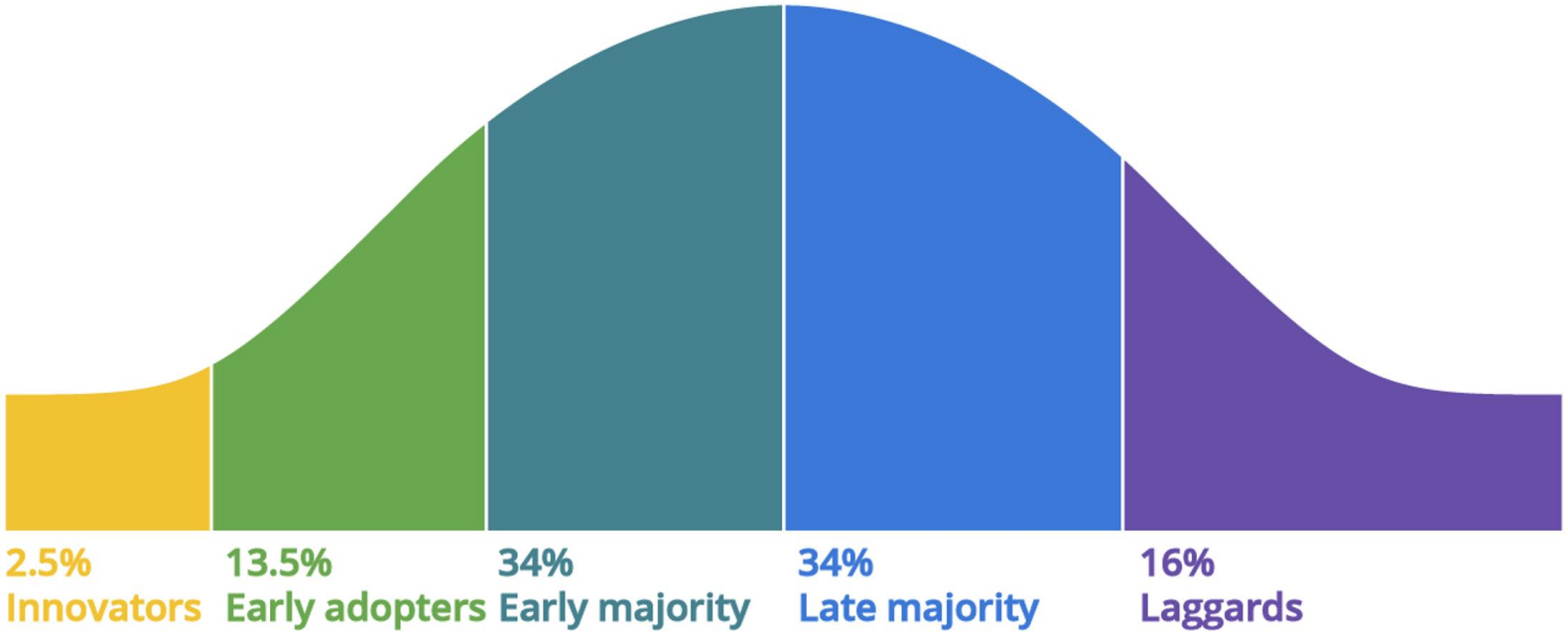
PS!

Change takes **time...**



Everett Rogers (1962). Diffusion of innovation

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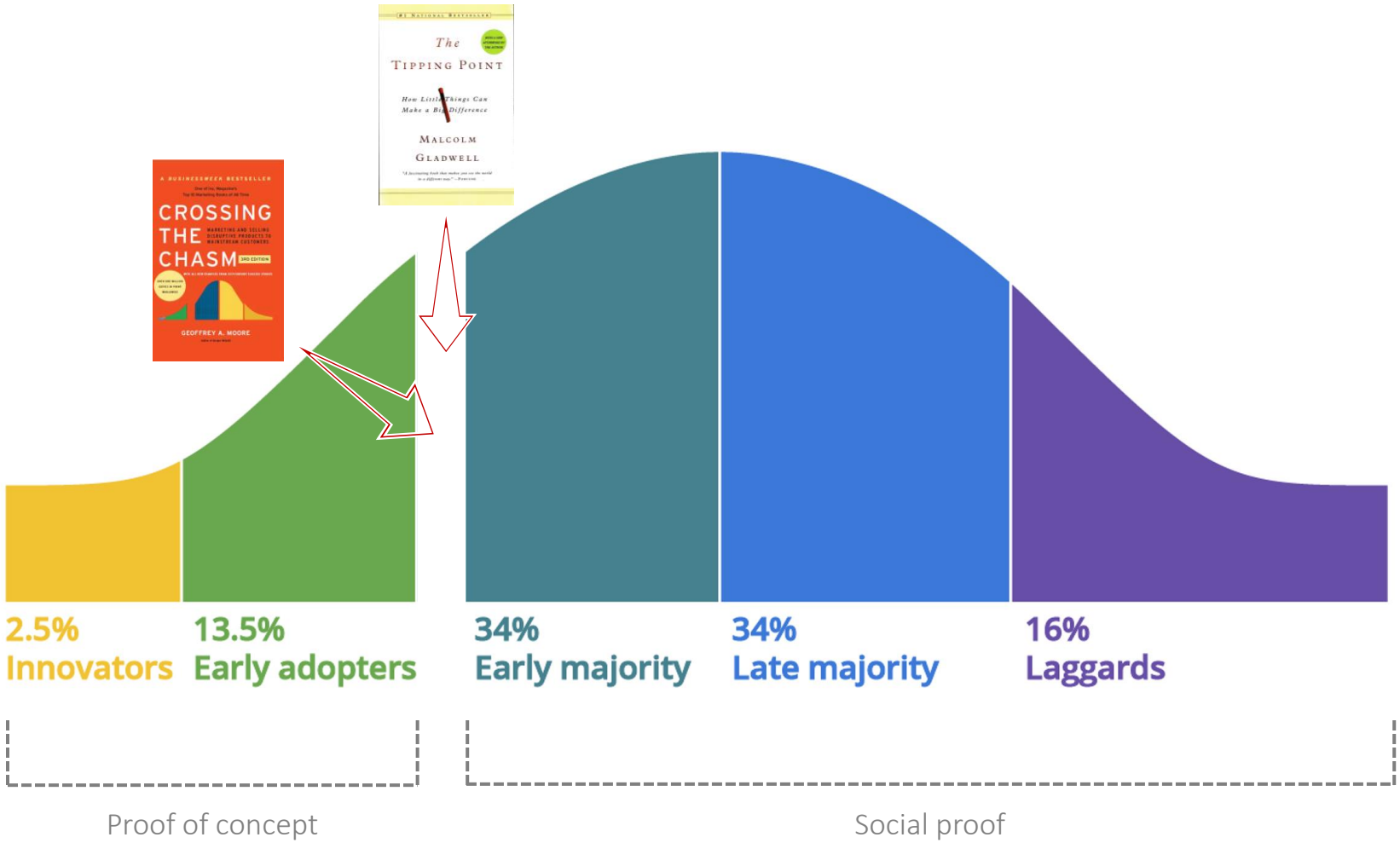

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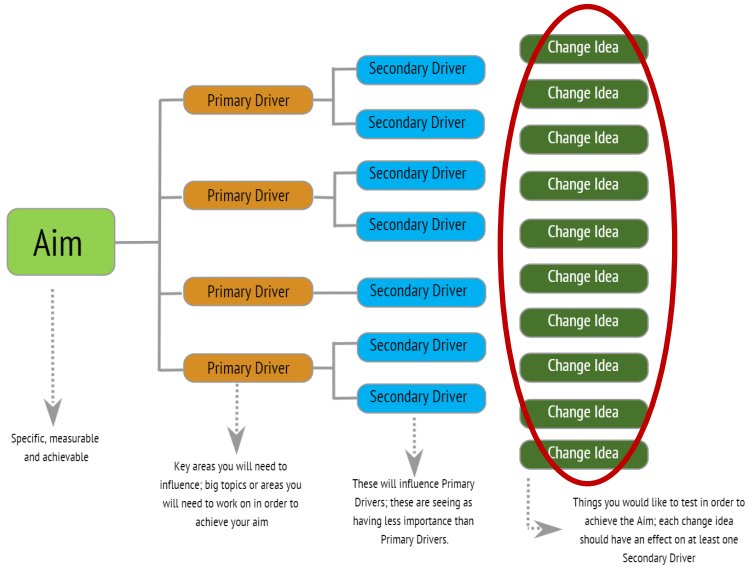
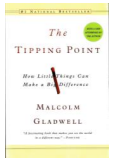
Change takes **time...**

*"In order to create **one contagious movement**, you often have to create **many small movements** first."*





Gladwell, M. (2002). The tipping point. Back Bay Books. https://www.gladwellbooks.com/

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"All ***CHANGE*** *is ultimately*

BEHAVIOUR *change"*

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