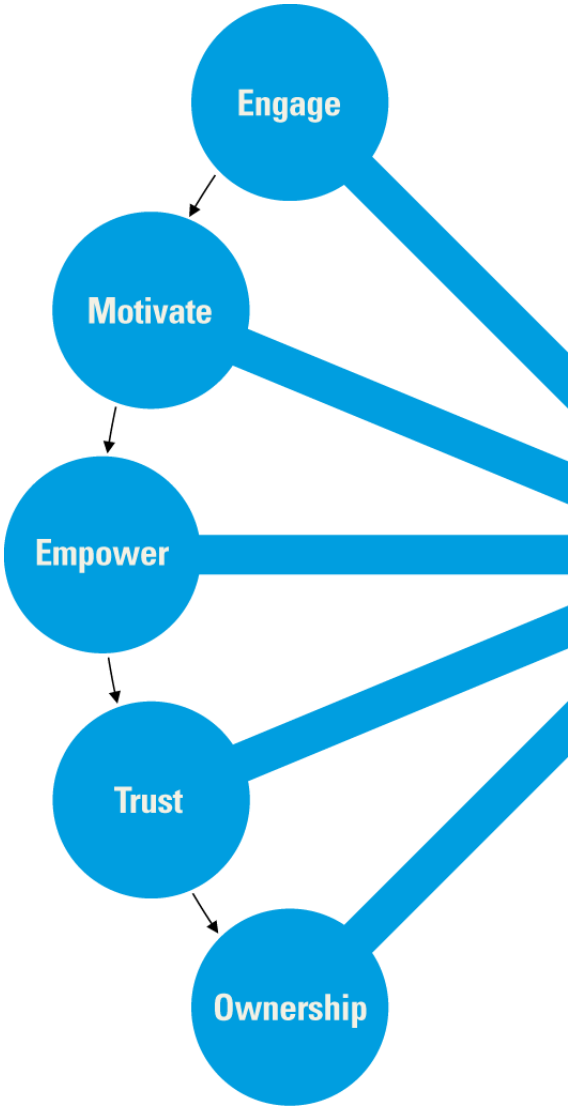
Collaborative Change

A human-centred approach to behaviour change



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INTRODUCTION

1. **CONTEXT**
   4 THEMES – 3 BIASES

2. **COLLABORATIVE CHANGE:**
   5 PRINCIPLES – 6 STAGES

3. **PRACTICAL APPLICATION:**
   3 CASE STUDIES

4. **DISCUSSION**
   LOTS OF QUESTIONS

GENERAL

SPECIFIC

INTRODUCTION

the hub

Social research and design

Social research and design organisation focused on reducing inequality and raising aspiration in disadvantaged communities

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Social research and design

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WHAT WE DO…

- Tobacco control
- Obesity
- Child poverty
- Teenage pregnancy
- Anti-social behaviour
- Sexual health
- Road safety
- Alcohol
- Vulnerable adults
- Substance misuse
- Breast feeding initiation
- Early years wellbeing
- Worklessness

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Social research and design

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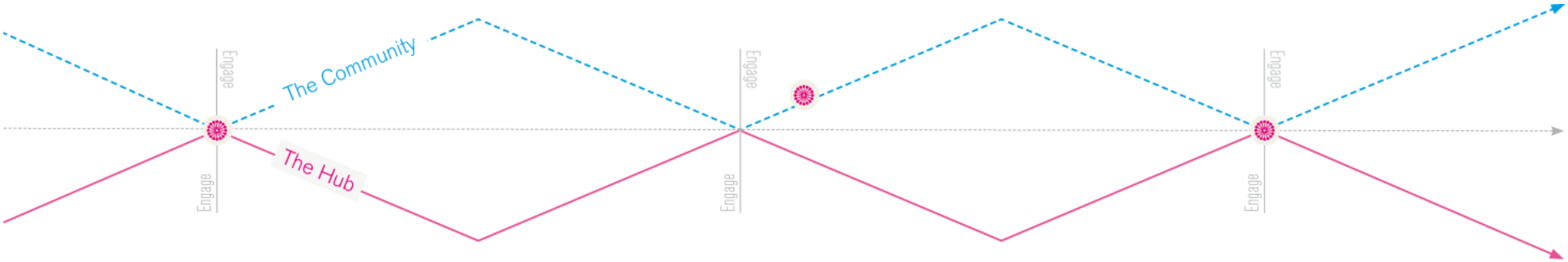
HOW WE DO IT…

- Social research
- Co-creation
- Social marketing
- Communications
- Citizen engagement
- Community activation
- Service design
- Evaluation
- **Collaborative Change**

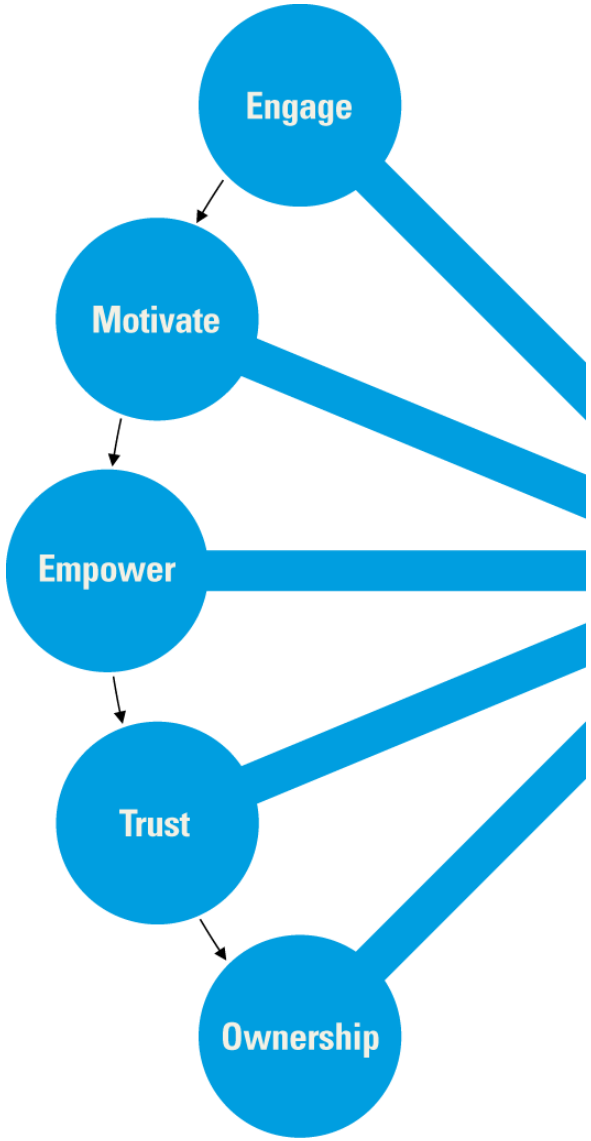
INTRODUCTION

THE IMPORTANCE OF THEORY

- Teams: Consistency of approach across projects
- Clients: Point of convergence for inter-disciplinary teams
- Peers: Externalise thinking for collaborative development



Context:
4 themes
3 biases



CONTEXT

FOUR THEMES

1. New science
2. Ethical questions
3. Changing world
4. Slow solutions

CONTEXT

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1. New science

"More may have been learned over the about the brain and mind in the 1990s—the so-called decade of the brain—than during the entire previous history of psychology and neuroscience"—*Damasio (2002)*

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1. New science

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How do we close the gap between ***theory in theory***, and ***theory in use?***

CONTEXT

FOUR THEMES

1. New science
2. Ethical niggles

"... people's needs are better met when they are involved in an equal and reciprocal relationship with professionals and others, working together to get things done."
—*Nesta 2010*

CONTEXT

FOUR THEMES

1. New science
2. **Ethical niggles**

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Persuade or empower?
Target audience or co-creators of change?
Dictators, catalysts or facilitators?

CONTEXT

FOUR THEMES

1. New science
2. Ethical niggles
3. **Changing world**

"…David Cameron warns in a speech today that the government's debt problem is "even worse than we thought", as plans to reduce the record deficit are expected to affect Britain's "whole way of life" for decades to come
—*Guardian 07/06/10*

CONTEXT

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—*Guardian 07/06/10*

How do we achieve more with less:
more effective solutions; *less* man power and money

CONTEXT

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1. New science
2. Ethical niggles
3. Changing world
4. **Slow solutions**

- A quarter of adults and a sixth of children are now obese
- Over 10% of the population drink to hazardous levels
- 84,000 deaths every year in the UK from smoking

CONTEXT

FOUR THEMES

1. New science
2. Ethical niggles
3. Changing world
4. **Slow solutions**

- Obesity set to cost NHS £10bn per year by 2050
- Wider costs to estimated to reach £49.9 billion per year
- Alcohol misuse : betwee £17.7 bn and £25.1 bn per year.
- Smoking: £5.2 billion in 2005-06 (NHS alone)

CONTEXT

FOUR THEMES

1. New science
2. Ethical niggles
3. Changing world
4. **Slow solutions**

BUT:

- Between 97 and 06 healthy inequalities (life expectancy) widened
- Males: 2%
- Females: 11%

CONTEXT

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BUT:

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Are we responding quickly enough?

CONTEXT

THREE BIASES

1. Behaviour as *self-directed* Vs *contextually-determined*

2. Blatant needs Vs latent needs

3. Persuasion Vs Empowerment

CONTEXT

THREE BIASES

1. An understanding of human behaviour as being *self-directed* rather than *contextually-determined*.

"We are not candy-coated biological pellets rattling around in a social world independent of our biological world." —Harrington (2001)

"Human beings are sponges…It would not make sense to speak of the physiology of sponges on he one hand, and the water 'context' in which they live on the other hand; the water is part of the internal works by which these animals function.?"—Harrington (2001)

See Zaltman, 2003; Fodor, 2000; Thaler & Sunstein, 2008; Ariely, 2008; Harrington, 2001, Kurzman (2011), Buddha 500BCE

CONTEXT

THREE BIASES

2. Insight generation based on *blatant* needs rather than *latent* needs.

"If I'd have asked my customers what they wanted, they'd have asked for a faster horse."
—*Henry Ford*

See (Lakoff and Johnson; Pinker; LeDoux in Zaltman (2003); Thaler & Sunstein, 2008).

CONTEXT

THREE BIASES

3. Intervention development focused on *persuasion* rather than *empowerment*.

"When people are given the chance and treated as if they are capable, they tend to find that they know what is best for them, and can work out how to fix any problems they have and realise their dreams." —*Nesta 2010*

See Nesta (2010), Wallenstein (2006)

CONTEXT

THE BEHAVIOUR CHANGE CHALLENGE

- Humans are complex
- Behaviour is complex
- Change is difficult

- A reductive model of human behaviour

CONTEXT

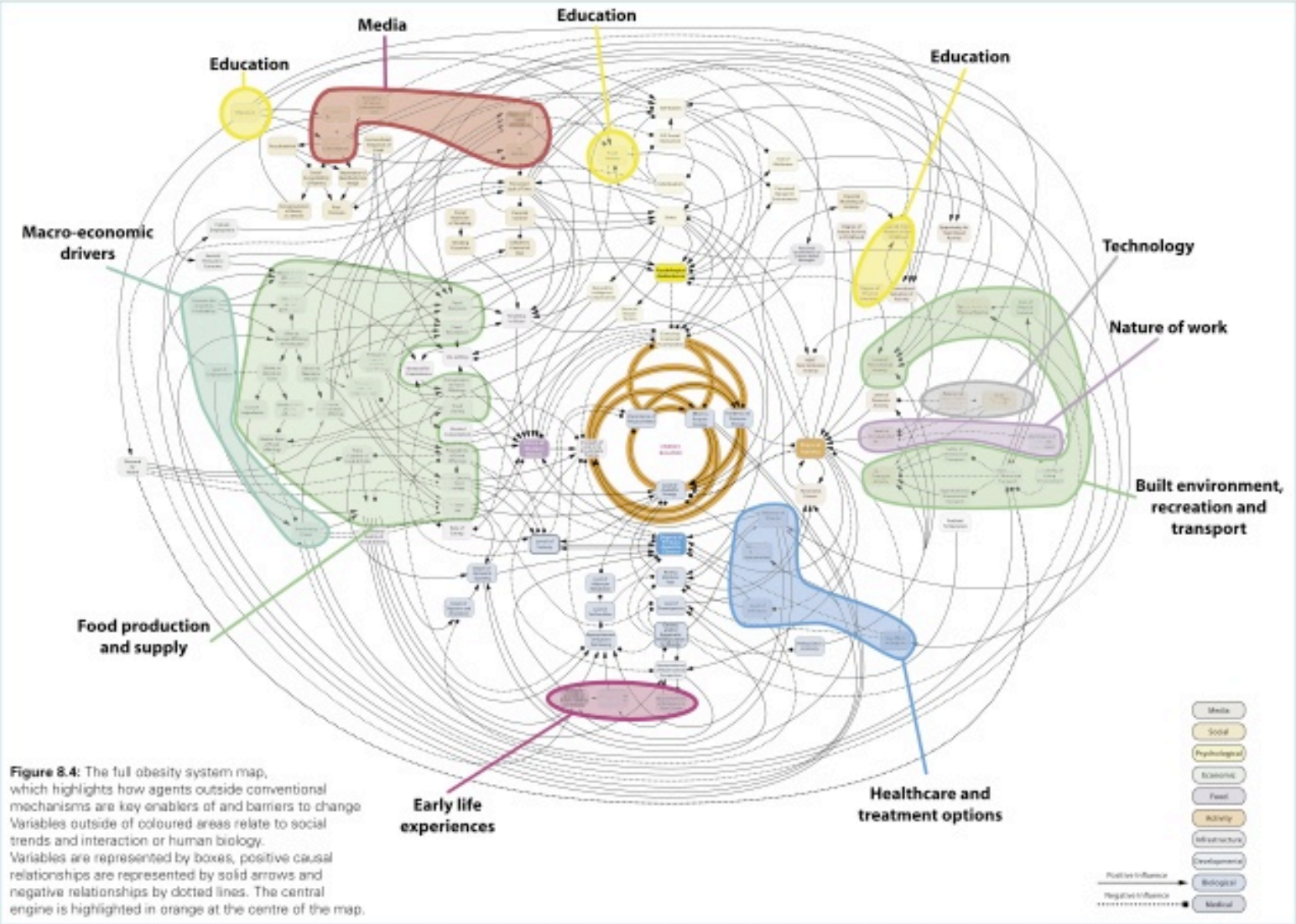
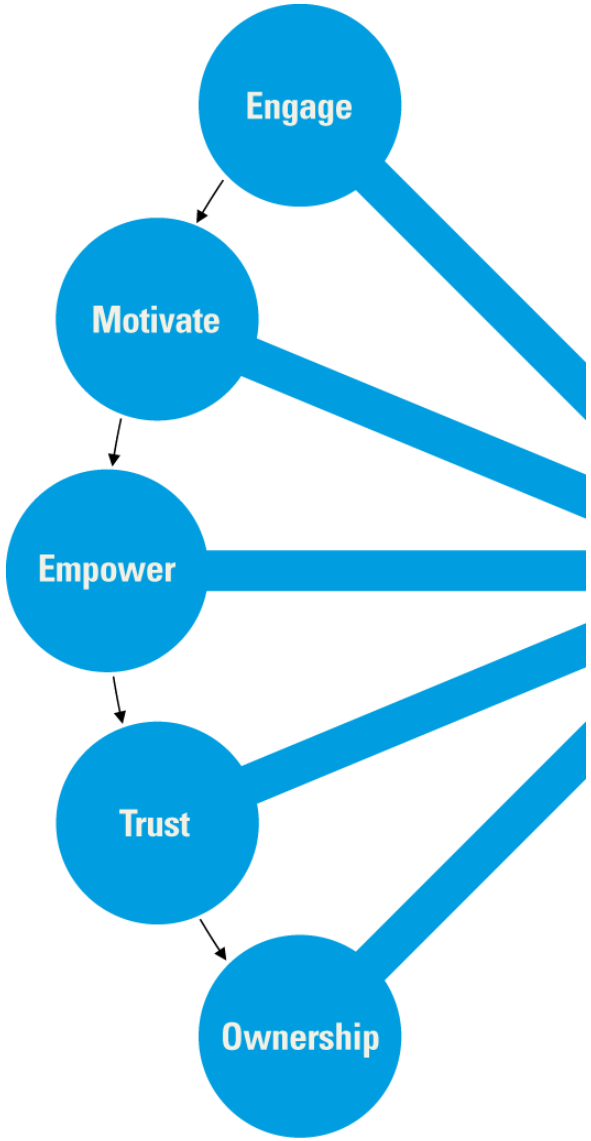


Figure 8.4: The full obesity system map, which highlights how agents outside conventional mechanisms are key enablers of and barriers to change. Variables outside of coloured areas relate to social trends and interaction or human biology. Variables are represented by boxes, positive causal relationships are represented by solid arrows and negative relationships by dotted lines. The central engine is highlighted in orange at the centre of the map.

Collaborative Change

5 principles
6 stages



We can't expect to open the doors to Participation and find our communities rushing in, ready, willing and able, to define their own destiny.

PRINCIPLES AND PROCESS

WHY COLLABORATE?

- More efficient services
- More inclusive services
- More sustainable services
- Intuitively attractive

- A growing evidence base?
- Empowerment = product and process

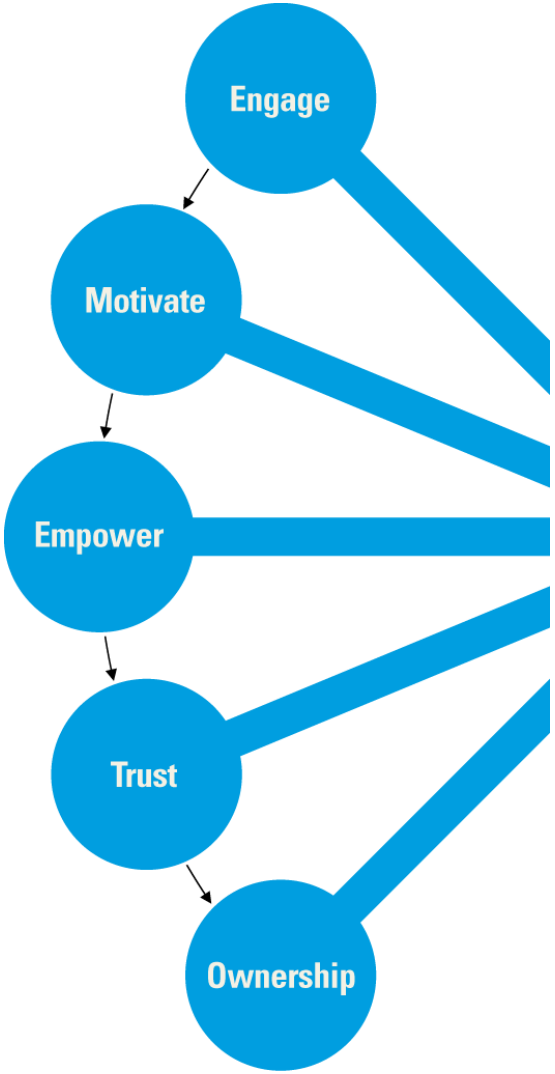
"Empowerment is recognised as both an outcome in itself and as an intermediate step to long-term health status and disparity outcomes."

—*Wallenstein (2006)*

PRINCIPLES AND PROCESS

5 PRINCIPLES…

- Engage
- Motivate
- Empower
- Trust
- Ownership



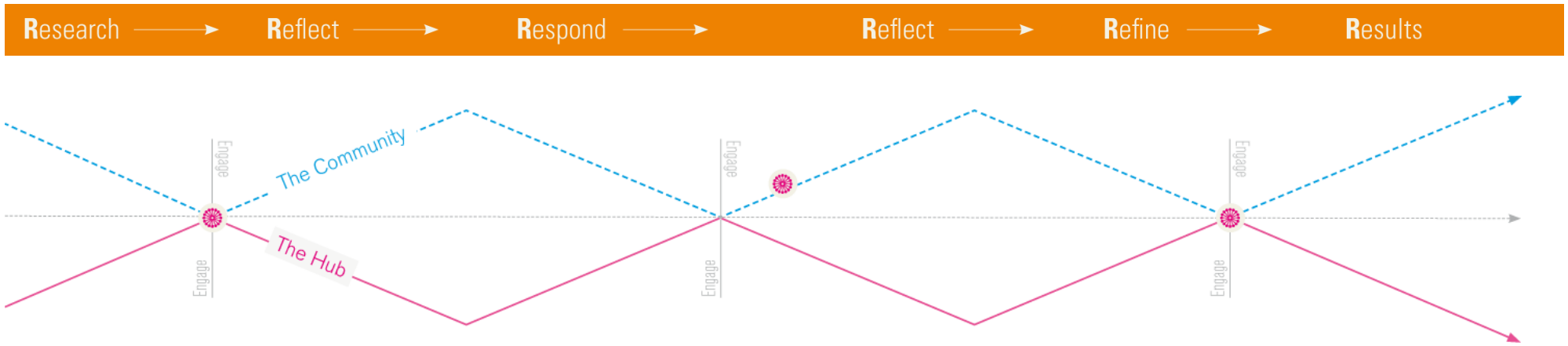
"In developing these concepts, we are working towards a model of behaviour change that respects and reflects the full complexity of human behaviour ."

PRINCIPLES AND PROCESS

… AND 6 Rs

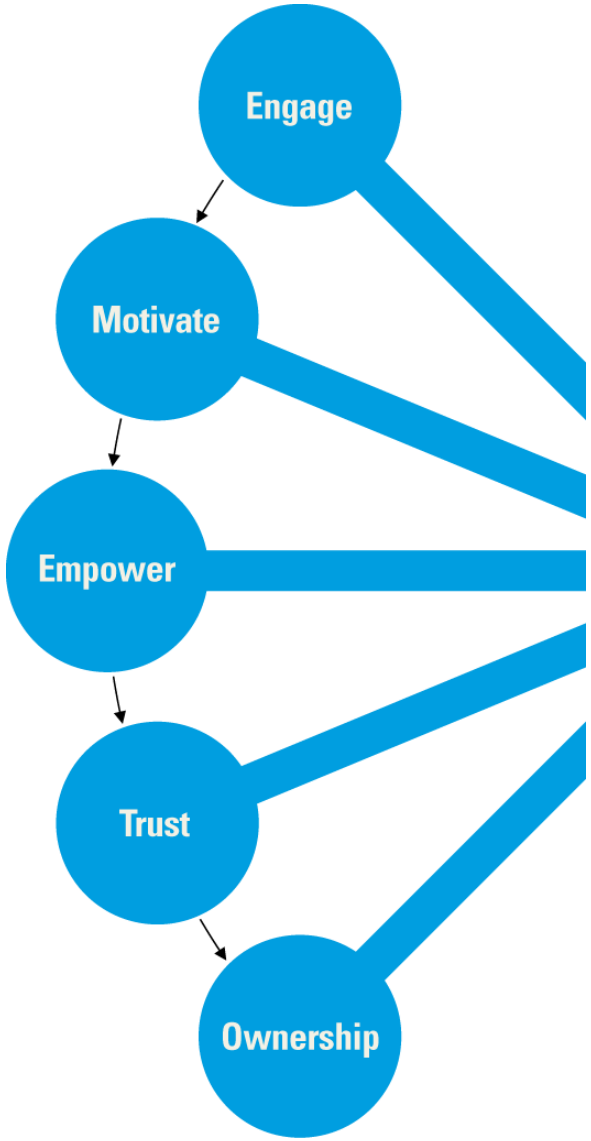
- Research
- Reflect
- Respond
- Reflect
- Refine
- Result

"Whilst this process has sequential steps, it is essentially cyclical. A relentless feedback loop keeps projects responsive to shifting needs."



Practical Application

3 case studies



PRACTICAL APPLICATION

HEALTHY LIFESTYLES IN TOWER HAMLETS

- Inspire young people
- Redefine the brief
- The vital role of social research
  - Quant, qual, ethnography
- Co-creation
- Communication strategy
- Service mapping tool
- **Sustainability**

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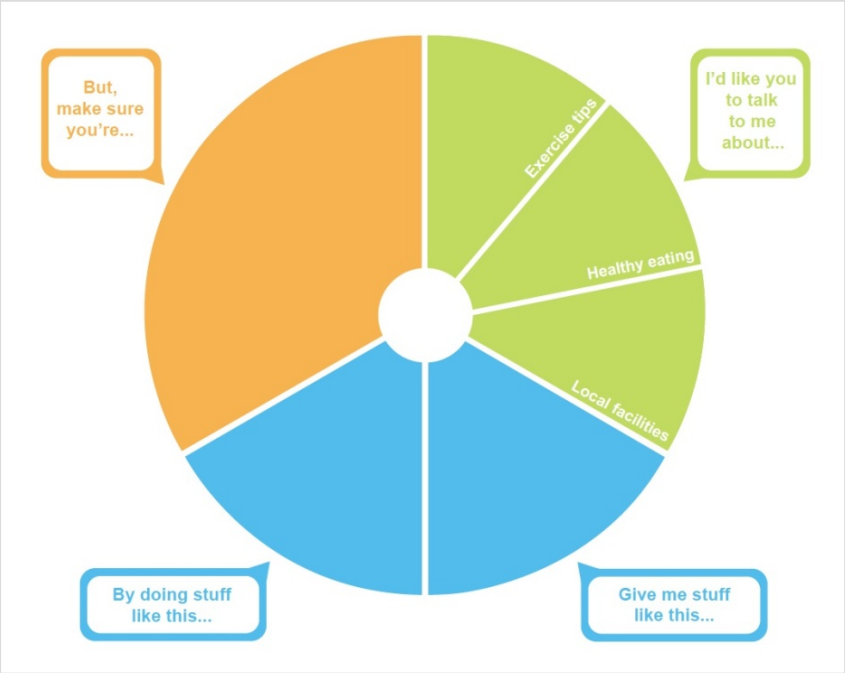

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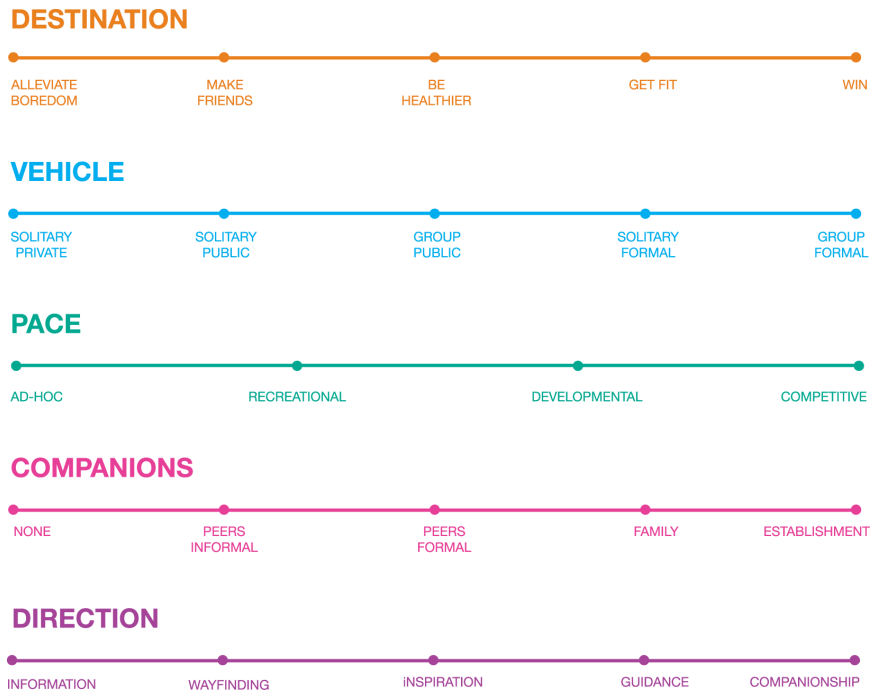

PRACTICAL APPLICATION

ANTI-SOCIAL BEHAVIOUR IN NORTH TYNESIDE

- Diverse collaboration
- Kerbside drinking
- Co-created events
- Co-created communications
- Tool-kit and training
- **Sustainability**

PRACTICAL APPLICATION

MATERNAL SERVICES IN LEEDS

- Breastfeeding initiation
- Disengaged from service
- Self-reinforcing bottle-feeding norms
- Co-created ante- and post-natal services
- Address breastfeeding through wider provision
- Community-based service overseen by mothers from sessions
- **Sustainability**

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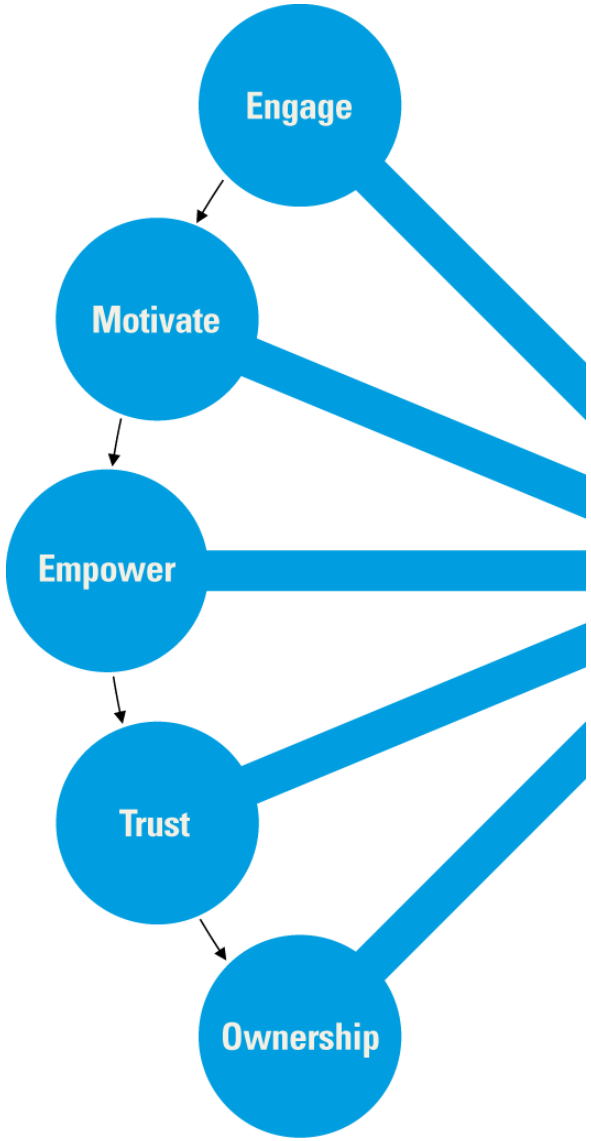
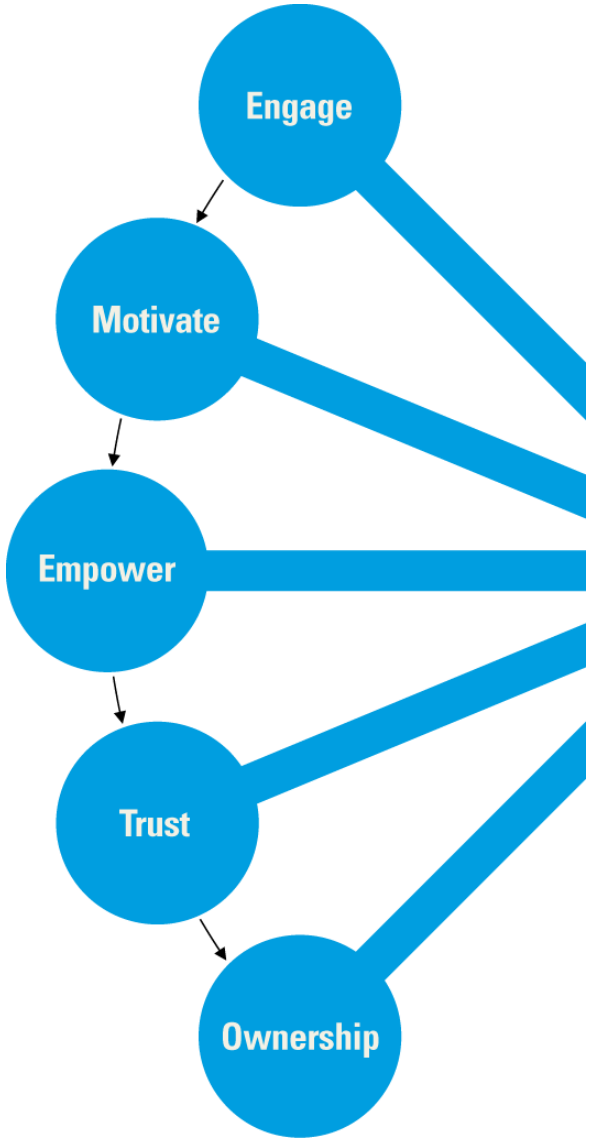
Collaborative exChange

Stand Green/Yellow 7



Discussion

Lots of questions?



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