Collaborative Change
A human-centred approach to behaviour change

Steven Johnson
Creative Director, The Hub

Email steven@socialchangehub.co.uk
Twitter @stevenejohnson / @socialchangehub
Blog www.collaborativechange.org.uk
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
INTRODUCTION

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

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

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
INTRODUCTION

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

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

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

FOUR THEMES

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)
CONTEXT

FOUR THEMES

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)

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

“... 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

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

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

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

How do we achieve more with less:
_more effective solutions; _less man power and money
CONTEXT

FOUR THEMES

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
CONTEX

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: between £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

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%

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)

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
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)
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**
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**
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
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**
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**
Collaborative exChange
Stand Green/Yellow 7

Engage
Motivate
Empower
Trust
Ownership

Who’s in your circle?

Climate Change
Health and Wellbeing
Youth Empowerment
Social Inclusion
Crime and Disorder
Citizen Participation
Discussion
Lots of questions?

Email    steven@socialchange-hub.co.uk
Twitter  @stevenjohnson
Blog     www.collaborativechange.org.uk