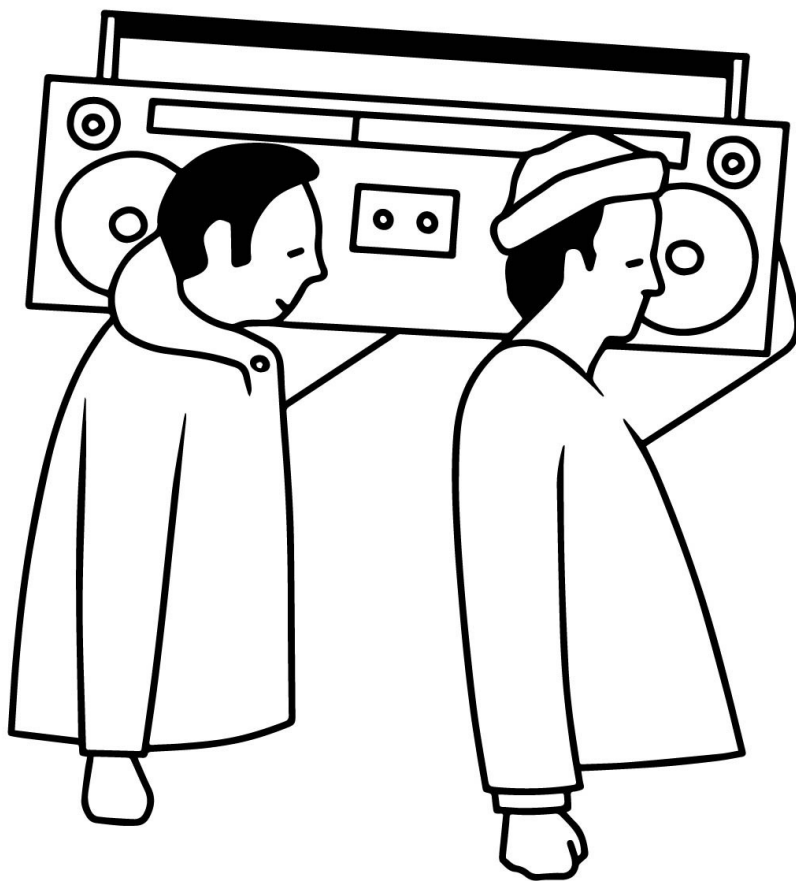


# Leading Distributed Teams



The behavioural forces that make or break the transition to high-performance teams working from anywhere.

EXECUTIVE SUMMARY

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# SUE | Behavioural Design

**SUE | Behavioural Design** is an independent agency for behavioural change that applies and teaches Behavioural Design to help organisations, governments, and non-profits to create better products, services, policies and experiences that help people progress towards their goals.

Our mission is to nudge people into making better decisions in work, life, and play. We aim to improve the quality of life by creating the social, environment, societal, and commercial solutions that challenge the mainstream economic thinking by replacing it by a human frame of mind. Connecting behavioural science with creativity in a design thinking process to come up with radically human-centered, tangible and tested answers.

We work for organisations such as UNHCR, Heineken, ABN AMRO, Dutch and Belgian Governmental Institutions, Roche, Friesland Campina, Sportcity/Fit For Free, ING, Achmea, Amnesty International, CliniClowns, the city of Amsterdam, Iglo, Eneco, Centraal Beheer, Medtronic, Randstad, eBay.

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Behavioural Design is all about creating a context based on deep human understanding that triggers people to make a decision or take action towards their goals.



*The author of this paper is **Astrid Groenewegen**.*

*She is a social scientist and co-founder of SUE | Behavioural Design and the SUE | Behavioural Design Academy. With a background in the creative industry, she is specialised in turning behavioural science into tangible ideas. She is driven by her goal to teach as many people as possible about Behavioural Design, enabling them to unlock the power of behavioural psychology for positive behaviour change and better decision-making. By giving people access to actionable Behavioural Design tools to create welfare and wellbeing for themselves, the people around them and the planet we live on. In doing so, hoping to build a powerful worldwide counter-movement of people that will be able to detect and challenge the people who misuse the know-how in this field.*

For more information visit:  
[www.suebehaviouraldesign.com](http://www.suebehaviouraldesign.com)

## Foreword from SUE | Behavioural Design

The COVID-19 crisis has transformed us to remote teams almost overnight, leaving leadership and team managers with a daunting task. How can you make sure you and your team operate in this new context of autonomy, without losing your sense of control? How can everyone benefit from this shift in work-life balance, without compromising on productivity and the recognition for the work that you do? How do you keep strong team relationships that foster a culture of learning without physical presence and face-to-face contact? How do you make sure your talent feels they are still making progress in this time of a sudden stand-still? How do you ensure job satisfaction and loyalty? These are some fascinating and urgent questions on the minds of many leaders right now. Questions that all boil down to this: How do you make sure your team can perform at their peak performance, no matter where they are?

By sharing this research paper, we want to give leaders and managers insights and practical tools to create positive behavioural change within their teams, which will benefit both employees and the organisation itself. We have identified the behavioural boosters and bottlenecks that can help leaders and team managers transition their teams to this new 'normal' we all find ourselves in right now. But foremost, we hope this research will contribute to the development of lasting high-performance team habits, regardless of where people work.

There is a very clear indicator that directs us to what makes or breaks a great team. No matter where they are. That clear indicator is team *behaviour*. Your mission, vision, purpose or values can be both motivational, magnetic, and transparent, yet often they are not translated into specific behaviours. *In the end, the most successful teams simply behave better than other teams.* In this paper, you'll find the results of our Behavioural Research. We conducted 36 qualitative interviews with professionals and managers, revealing the forces that can help you shape behaviours of your distributed teams successfully.

In this sense, the COVID-19 crisis is a fascinating behavioural experiment. It has forced teams to engage in new behaviours abruptly; in fact, large scale behavioural change has rarely, if ever, happened so swiftly before. It is very valuable to see if we can identify which of those new behaviours have made teams more successful, so we can turn them into behaviours that last, even after the COVID-19 lock-down has passed. But, as our research has revealed, it can be equally valuable to learn which behaviours drove a decrease in performance.

Know-how on behavioural change is an indispensable ingredient for leaders to direct the performance of their teams. Both now and in the future. Especially, when taking into account that the whole experience of work itself underwent a dramatic turn-around. Without having to travel, being able to spend more time at home, gaining freedom from back-to-back meetings, for instance, people have come to realise that the whole concept of work in their lives could be vastly different. It may very well be that the way we work will never be the same again. Leaders and managers need to be equipped for this. Our new 'normal' of course also comes with challenges. How do you make sure teams stay productive, creative, connected, stimulated and inspired in a remote context? It is interesting to see what blocks and what promotes positive behaviours. As Churchill famously said: 'Never let a good crisis go to waste.' We hope this paper will help you and your team to navigate through this crisis successfully and change the way you work for the better.

**Astrid Groenewegen**

Co-founder SUE | Behavioural Design

## Executive Summary

With this Behavioural Research Project, we investigated how working from home, induced by the COVID-19 lockdown, affects team behaviour. More specifically, we set out to learn what drives the good, the bad and the ugly. We wanted to learn how working from home contributes to high-performance output on the one hand, and how it affects output negatively on the other. Understanding the forces that boost or undermine high-performance output, will be an indispensable tool for managers to understand how they can lead their teams better, both during and after the crisis.

The fundamental insight for understanding whether 'working from home' actually improves the quality of team output, is **to think outside-in**. We need to take the human behind the employee, and their needs, dreams, goals, ambitions - as our point of departure. People do not engage in work for the work itself. They use their work to progress towards their personal goals. These deeper lying motivations to work are called people's 'jobs-to-be-done'; a concept first proposed by Clayton Christensen of Harvard Business School<sup>1</sup>. Not to confuse with their actual job description; it's about *why* they work and it's the measure they use to assess the quality of their work and their job satisfaction. Once you start taking this human perspective as starting point, you come to realise that the question: *'Is working from the office better than working from home?'* is the wrong question to ask. The more relevant question is: *'What are the jobs-to-be-done in the lives of employees that they need to be fulfilled through work? And 'How does 'working at the office' or 'working from home' contribute to the fulfilment of these jobs-to-be-done?'*

We discovered three kinds of Jobs-to-be-done that people strive to achieve through working: On a first level they have **functional jobs-to-be-done** they want to achieve: get work done, being productive, meet goals, earn a living, etc. On a deeper level, they have **emotional jobs-to-be-done**: the need for recognition, the desire to connect, the need for being challenged, the desire to contribute, and the desire to make a difference. And on a third level, work serves as a means to fulfil certain **social jobs-to-be-done**: Respect, status, and belonging. Understanding these deeper human-centric needs gives us a better view on how to assess the value of 'working in the office' versus 'working from home'. Both the office and the home office can help people to fulfil these human needs, or prevent that from happening. We have used the SUE | Influence Framework to map out the behavioural forces that make the difference. A visual representation of this framework is shown below.

The first set of behavioural forces are the **PAINS** associated with working from the office. Pains are all the frustrations and barriers related to working at the office, which prevent people from fulfilling their Jobs-to-be-Done. Now that we're working from home, people suddenly realise **how much friction and frustration they experience at the office**. To name the three most important ones: Distraction, distraction, and distraction. Offices – certainly open offices – are basically trigger machines for distraction. When working from home for the first time, people start to realise how detrimental office distraction is to the the focus that is needed to get into deep work. Next to distraction, people talk about lack of freedom and self-control, the boredom associated with repeating the same routine, day-in-day-out, the lack of quality of the workspace and not unimportantly: travel time. Now that people experience a working life without the commute, they realise now how much quality time or me-time in their life is normally lost to commuting.

In direct contrast with the PAINS associated with the office are **the GAINS that people are experiencing now when working from home**. A lot of professionals observe a steep increase in productivity and focus. They also note that the quality of meetings is increasing, while the time spent on meetings is declining. A typical gain they value the most is the improved quality of the workplace: At home, you generally have

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<sup>1</sup> <https://www.christenseninstitute.org/jobs-to-be-done/>

better coffee and snacks, and you're in an environment you have designed for yourself. Another important GAIN is the sudden freedom to choose when and how you work and when and how to take the quality time that matters to you. Combine this with the extra time they get from not having to commute, and most people we interviewed report that they experience a much better work-life balance.

The third set of behavioural forces are **the psychological advantages that people get from working at the office. We call those advantages COMFORTS.** Comforts are essential to understand because they explain why people have difficulties in embracing the new behaviours associated with working from home. Our research revealed that once more that routines and habits are powerful behavioural forces: Although people experience a lot of frustrations in the office, the one thing it does very well is that it forces you to get into work mode. This is more challenging for home workers, who need to rely on self-discipline. The second force is social habits: People derive a lot of personal happiness from being around other people. A third psychological advantage of the office is that team members can signal that they are working hard, while managers can signal to their team that they are on top of things. This 'signalling' is a lot harder when working from home. Interestingly, people also point out that travel time has its benefits: it's a highly valued transition moment between 'work' and 'home'.

A last set of forces are **ANXIETIES. These are the barriers and (expected) disadvantages associated with working from home.** Distraction is also the most important one. People struggle with self-discipline or are easily distracted by family members. Another strong anxiety is insecurity people feel about their work: when working from home, they miss the signals that their manager is happy, or that they're being appreciated for their contribution. This drives a lot of people to overcompensate, and it triggers some managers to micromanage. The lack of physical connection with colleagues is also a significant barrier. People – certainly extraverts – need a social connection to thrive.

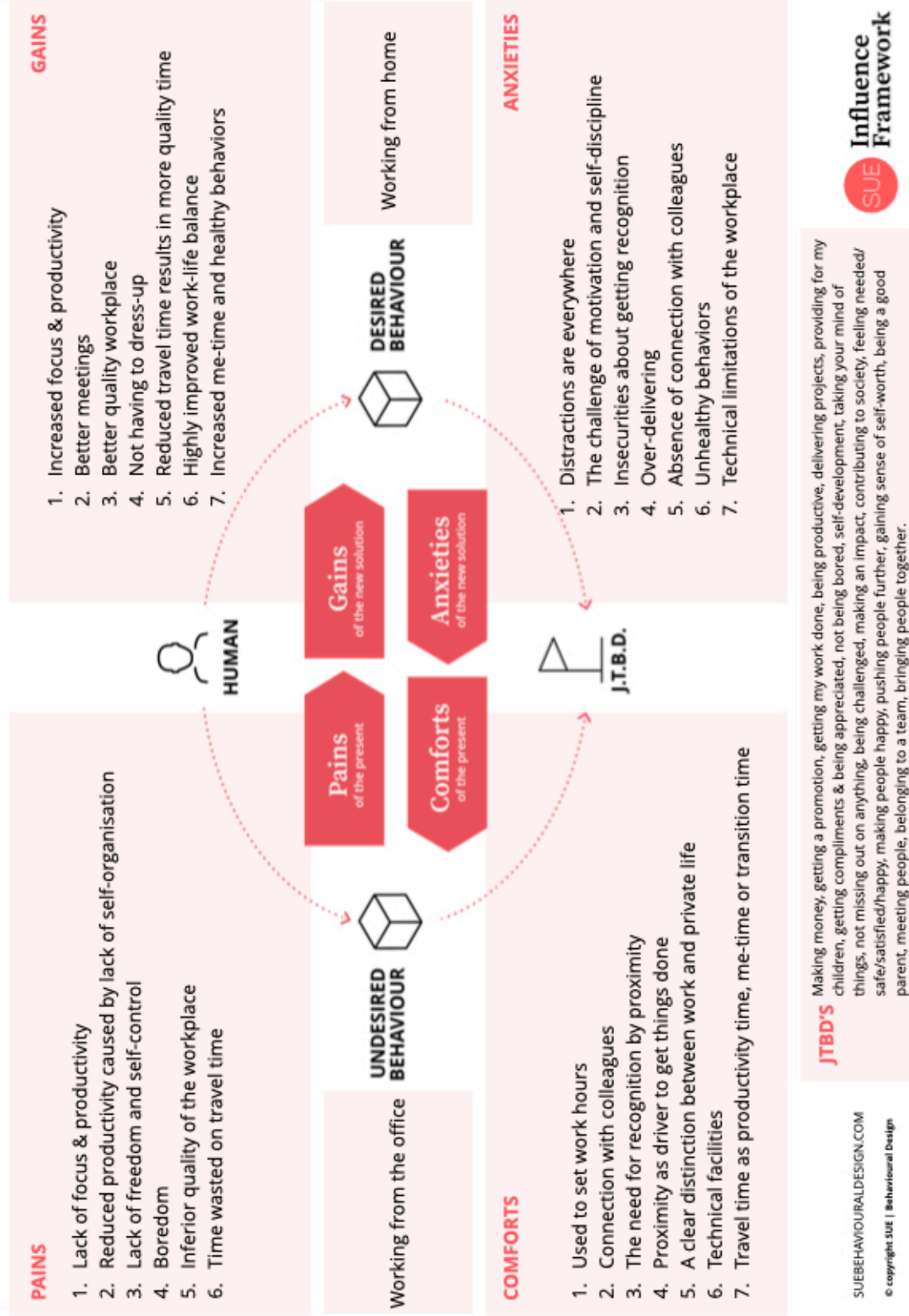
#### **Recommendations for managers and leaders**

Managing high-performance teams, whether they work distributed or not, is first and foremost about managing the forces that help people to fulfil their social, functional and emotional jobs-to-be-done. The better those needs are fulfilled, the higher the performance of the team.

Working from home potentially has a lot of merit because it solves quite some problems (pains) associated with working at the office, of which distraction, travel time and the time lost on meetings are the most important ones. However, it also produces new pains. It requires a lot of self-discipline, whereas an office environment typically forces people to get into work-mode.

More importantly, to make distributed teams work, leaders and managers need to become aware of the essential Jobs-to-be-Done that people need to see fulfilled. Those are often missing when the team works distributed: the desire for recognition, for friendship and social connection, the desire for status, or for experiencing success and achievement. Leaders of distributed teams need to come up with smart interventions to compensate for the absence of practices that fulfil these needs. We present several behavioural design interventions the recommendation section at the end of this paper.

Understanding the deep-seated, unconscious drivers of work on the one hand and understanding the forces that allow people to experience these drivers or prevent them from achieving them, really is the key to managing distributed teams. We hope you enjoy this paper. If you would like to start implementing these high-performance habits, don't hesitate to call us. SUE can help you with a behavioural analysis of the forces that are specific to your team, help you to develop routines and habits or train your managers in the habits of managing high-performance team behaviour.





### 3. Recommendations for leaders and managers

From this Behavioural Research, some valuable insights on positive and negative work behaviour have surfaced. It becomes clear that leadership and management can genuinely contribute to the development of new work habits that will boost the performance of teams and in doing so create thriving employees and organisations. In this section, we give some recommendations and actionable insights that leaders and managers can start applying as of today to lead distributed teams successfully.

#### Recommendation 1: Design for minimal interruptions

If we could point out one barrier to teams getting into a high-performance work mode, both working from the office and in working remotely, it is the constant interruptions people are suffering. Our research has shown these are both physical interruptions (that colleague standing next to your desk), scheduling interruptions (stacked up inefficient meetings) and technological interruptions (emails, phone calls, etc.) 'Modern technology has increased the variety of ways and the ease by which a knowledge worker can interrupt or be interrupted'<sup>2</sup>. We have all adopted behaviours that made the boundaries between work and private life fade. Almost all of us check our work email at home or take that last business call. This is not new. However, this Behavioural Research has shown that:

**Interruptions interfere with almost every job-to-be-done people are trying to accomplish.**

People cannot get into productivity flow; they cannot add the value they potentially could add by getting into deep work, efficiency drops dramatically, and with that their confidence, feeling of control and progress falters. On average, this loss of attention has been said to limit a knowledge worker productivity with 28%<sup>3</sup>. This all has apparent effects on the functional jobs-to-be-done, but most certainly also on the emotional and social jobs-to-be-done. However, this research has also opened up new opportunities for leaders and managers to transform their teams to high-performance teams by helping them fight interruptions and distractions. We literally see in our research that the interruptions and distractions at work are so bad that the travel time in the car has become a spot to get work done when there finally is no one around. It is not a detail anymore; disruptions have an enormous impact on the workforce.

**It is not just about making agreements when to turn off your phone, it is about helping people to get into deep work.**

This will enable people to not only deliver projects on time and enhance productivity, but it will also give the opportunity for people to use the 'reclaimed' time for personal progress to spend on learning new things, taking a walk outside or exercise, mesmerising to spark creativity, or realising the better work-life balance that people have indicated to appreciate so much. Our research clearly exposed that if you want to transform your team to a high-performance team, helping teams to get into deep work should be a priority. Regardless of your team's location; this needs to be addressed both at the office as well as in working remotely. It starts with functional guidance from managers to their teams, for instance, by getting a clear understanding on what interruptions people are suffering from (is it background noise, needed discussions with colleagues, unnecessary distractions). By installing new behaviours on how or when interruptions are allowed. By putting technology or tools in place that signal when people are busy (Pomodoro, digital status flags).

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<sup>2</sup> Feintuch, J.B. & Spira, J.B. (2005). The Cost of Not Paying Attention:How Interruptions Impact Knowledge Worker Productivity.

<sup>3</sup> Feintuch, J.B. & Spira, J.B. (2005). The Cost of Not Paying Attention:How Interruptions Impact Knowledge Worker Productivity.

The end game is a team that finds the perfect balance between the much-appreciated sense of freedom and control, combined with a feeling of connection and recognition. It requires leaders and managers to embrace the autonomy of their teams, including the location where they work and lead much more on output than on (physical) visibility.

#### **Recommendation 2: Install behaviours that build trust**

When starting to work remotely, we have seen that both managers and team members have shifted to new behaviours. Managers appear to lose their sense of control not only on the output of their teams but also on 'being there' for their team. On the other hand, team members indicated that they feel their contributions may not be seen or recognised when working remote. This results in two counter-productive behaviours. Managers tend to start micro-managing, and team members tend to start over-delivering. It is an anxiety that was reported several times in our research: putting more hours in than necessary. To make remote working work, leadership needs to build a culture of trust. Trust in itself is an abstract concept but can be translated into particular behaviours. Trust is often centered around accountability. The fastest way to make people accountable is to give your team clear goals and make clear how progress is to be communicated. These can but don't need to take place in daily check-ins. From behavioural research, we know that a clear deadline can have a very positive effect on fighting the human tendency of procrastination, hence also solving the anxiety of lack of self-discipline. In this way, as a manager, you can both foster autonomy, one of the drivers of your employee wellbeing, as well as also stop micromanaging.

#### **Recommendation 3: Change the default to distributed teams**

Remote working has exposed a very painful location-based work behaviour: the overload of ineffective meetings. Remote meetings seem to have solved this overnight. Meetings have become more structured, efficient and attentive. In post-lockdown reality, not all meetings may be shifted to virtual-only meetings, even now the pains of physical meetings have been exposed so clearly. However, from a Behavioural Design point-of-view, it can be a very effective intervention to change the default. Make all meetings virtual unless indicated otherwise. Our brain is wired to take the road of minimum cognitive activity; diverting from the default is too much of a hassle for most of us. By connecting this to the gains of meeting virtually, it can be a very effective behavioural intervention.

#### **Recommendation 4: Design positive signalling behaviour**

If we look a bit further through the lens of behavioural psychology, it could very well be that the reason why so many physical, time-consuming meetings are planned, is signalling behaviour. If you are in a meeting, you are busy hence you are important. Leadership and management should be very aware of this human inclination to engage in status signalling behaviour. It has become an obsession in many organisations. The fixation should instead be an obsession about outcomes. This requires a change from management: shifting from 'time-in-seat' as an accountability KPI to 'accomplished goals' as primary KPI<sup>4</sup>. Several very practical behaviours can be installed to make sure everyone can benefit from remote working without losing both accountability and freedom. Behaviours such as making sure your team members will do check-ins or hold retrospectives. But also new management behaviours such as giving shorter feedback loops and adding simplicity to goals or installing very clear deadlines.

*'I think there's an opportunity here to learn how to be a manager that values output, not time-in-seat. To me, the value of remote work is that trust and that ability to empower every person to manage their time, to manage their days and their responsibilities around an output. We make a promise to each other: I'm gonna deliver on this thing, and if I can't deliver it to you, I'm going to communicate why. – Natalie Nagele, Wildbit.'*<sup>5</sup>

<sup>4</sup> Foster, W. (2020). How to build trust on a remote team. <https://zapier.com/blog/build-trust-remote-work/>

<sup>5</sup> Foster, W. (2020). How to build trust on a remote team. <https://zapier.com/blog/build-trust-remote-work/>



#### **Recommendation 5: Reframe ‘working from home’**

The default for most organisations has been working (mostly) from the office. Doing otherwise is often depicted as ‘working from home’ or ‘remote working’. If we want to pick the fruits of remote working labour, we should be aware that both terms have established all kinds of associations in our minds that trigger all sorts of anxieties of not being seen, recognised or being accepted. Team leaders can turn this around by actively reframing ‘working from home’ or ‘remote working’ to managing ‘distributed teams’. Do not underestimate the power of words when designing behaviour. When talking about distributed teams, the frame in everyone’s head, both of management and team members, that is activated is that you are still part of a team, and it therefore prompts associations of connection. This is all about tackling anxieties about loss of connection. ‘Remote working’ or ‘working from home’ prompts precisely the opposite: disconnection from the team. This is something our research has shown to hold someone back from working away from the office.

#### **Recommendation 6: Reframe virtual tools from communication to collaboration tools**

To make distributed teams a lasting success or installing more remote working behaviour to activate the gains, we should also reframe the remote working tools. Our observation is that tools are often referred to as ‘virtual *communication* tools’. To make distributed teams a success, we have to start seeing them as virtual *collaboration* tools facilitating to connect as a team. When taking on this different frame, we almost automatically direct our attention to making these tools better tools for collaboration and connection. There has been an interesting paradox in our research: on the one hand physical contact with colleagues has a very negative impact on our focus, productivity and ability to help others, but on the other it is considered a miss when colleagues are not around. In our research, people referred to both functional and emotional connection.

#### **Recommendation 7: Design for social connection**

When rethinking our virtual tools as collaboration tools for connection, some specific behaviours can be installed to ensure both functional and emotional connection when working remotely. For instance, our research showed that somehow all our virtual meetings have become very efficient. Which on the one hand has many benefits, but on the other hand, has made work go all about work. People have indicated to miss the informal chats. Some behaviours can be designed to bring back some social balance in distributed teams. You can develop the behaviour as a team you start every meeting with 2-minute personal time. Ask how someone is doing or tell a personal anecdote but agree that there is a time-limit. Finding that optimal time limit is something you have to prototype as a team.

#### **Recommendation 8: Make video the default**

Setting the default to video mode instead of audio mode only when in virtual collaboration is also a behaviour that can boost collaborative connection. Starting and ending every get-together with a hello and goodbye wave.

#### **Recommendation 9: Design for minimal disruptive behaviour**

On the practical side, you also can install very clear behaviours. Clarify what background noise and interruptions are allowed during video collaboration (and also by phone, as we saw this was a great annoyance of remote working). And clarify what response time is allowed for chats or emails. We believe response time lies underneath one of the anxieties that surfaced in our research, the notion that you can get things done faster when walking to the desk of a colleague and dealing with him/her face to face. People want to have control over response time. Which at the same time caused a lot of painful interruption, as our research showed. By making clear agreements on response time and availability, we can tackle this anxiety. Clear agreements on contact and response timers also make it easier for everyone to benefit from the freedom of structuring their day, boosting his or her work-life balance and being able

to engage into deep-work without interruptions. These are the most desired lockdown behaviours people indicated they want to keep.

#### **Recommendation 10: Include home office commodities in employee benefit packages**

One of the critical notions of Behavioural Design is making the desired behaviour easier or undesired behaviour harder to do. If you want people to get out of their cars, hence not wasting their time with travel time, make it harder for them to take the car. Or more on the positive side, making it easier for them to work at home. Several anxieties of distributed teamwork have to do with the quality of the workplace. Not having a decent WIFI connection, lack of technical support, or not having an ergonomic workplace. Instead of offering your employees a company car or public transport card, you could consider offering them a home-office package instead. Making sure they will get a decent chair, good computer, high-speed internet connection, and access to an IT expert. You could design very positive behaviour of not having to travel and making a contribution to the environment. If you add a healthy lunch and healthy snack service, or maybe even flowers or a Spotify subscription as flowers and music came back several times of boosting people's experience of a qualitative workplace. You also make it easier for people to work on their mood and health, which is beneficial for them but also has significant positive for the organisation itself. If you have people actively sign-up for these services, you activate commitment. A well-known principle in behavioural economics to make people follow-up upon their intentions.

Along this line of thinking, you could also offer virtual exercise classes your employees could sign-up for. It enhances their health, primes in their brain they can work differently and are allowed to engage in personal activities during the daytime without feeling guilty. It also allows them to enrol in a corporate fitness program without having to feel ashamed by working out in front of colleagues. At the same time, it also is a strong signal from the company to value employee wellbeing. We know from behavioural science that experiential bonuses are far better rewards than monetary bonuses. Monetary bonuses are killers for intrinsic motivation, the positive effect of an experiential bonus not only lasts longer it also makes a longer-lasting impression<sup>6</sup>.

#### **Recommendation 11: Adapt your management style, suppress overwork behaviour**

To promote a healthy work-life balance leadership also has a vital role to play. Especially when shifting to distributed teams, we have seen in our research that people tend to work even more to compensate to make up for the lack of their visible contribution to their team. Working too many hours is behaviour. Management can shift the work-life balance to the positive side by being very clear on the acceptability of this behaviour and correct this by avoiding a culture of overwork and by allowing flexibility in work hours. Managers can achieve this by having clearly defined goals and shorter feedback loops with team members.

#### **Recommendation 12: Engage in appraisal behaviour and give compliments**

Overwork often also comes from unclarity in expectations and lack of recognition. Behavioural research has proven that appraisal and compliments have a proven positive effect on the motivation and performance of people<sup>7</sup>. Behaviour that management can learn to adapt. The effect is far longer lasting than giving out monetary rewards as the current behaviour of a lot of managers is right now.

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<sup>6</sup> Ariely, D. (2008). Predictably Irrational. Harper Collins.

<sup>7</sup> Ariely, D. (2008). Predictably Irrational. Harper Collins.

**Bonus: why not take some of the positive behaviours back to the office?**

Even if the transition to entirely remote teams isn't feasible or wished most of the behaviours can also be installed in the psychical office space. It does take a very clear vision from leadership and management and a willingness to make new behaviours not just acceptable but especially easier to do by, for instance, providing opportunities for employees to engage in psychical activity during the workday. A behavioural intervention could be installing walking meetings or walking lunches. Or promoting healthy eating behaviours by making the undesired behaviour harder to do, by taking away snack machines or unhealthy lunch options and the desired behaviour more accessible to do by providing healthy breakfast, lunch or even dinner for free.

## 4. Afterword and Next Steps: moving into action

We genuinely hope this Behavioural Research report has given you insights and a practical guidance in changing work for the better. We do understand that every organisation and even every team is different. It may very well be that your primary objective isn't to set up distributed teams, but your interest is making distributed teams work right now in the lockdown situation. However, we do hope that this Behavioural Research has shown you how vital it is for leaders and managers to understand the jobs-to-be-done of their employees and team members. It is the stepping-stone on which high-performance team behaviour can be built. This Behavioural Research has exposed that both working at the office and working remotely come with restricting and boosting forces. It has given us a clear insight into opportunities for change that will contribute to the better realisation of jobs-to-be-done. That, in turn, will positively impact both the employees and the organisation.

### Maybe you'll end up in the magic middle.

By not going all the way to distributed working but giving your teams the opportunity to work more flexible. Maybe it gives you the pointers on how to direct your teams to a change in behaviour you wanted to happen for a long time already. Or maybe it does both. We hope that it has helped you progress in this time of massive standstill.

Do be aware that change never happens overnight. Although behavioural interventions are often quite small, and not every expensive or time-consuming, they have to become habits of your teams. We have to change the status quo. To do so successfully, there are four requirements:

#### 1. Don't manage your team based on rationality or your own assumptions

Often management doesn't understand why team members don't move in the desired direction. This is because teams are often managed very rationally. They are given clear information, specific instructions and an attractive mission or purpose even, so why don't they perform? To turn teams into high-performance teams, you need to understand their irrationality. You have to take the time to analyse the forces and jobs-to-be-done from your team members. Not based on your notions, but outside-in. Based on their pains, gains, habits and anxieties. We have found over and over again that there is a big misconception that team members are unmotivated or unwilling to change. In fact, they have anxieties and habits that are overlooked by management and are surprisingly easy to solve.

#### 2. Don't stop at a vision, mission or culture statement, go down the level of behaviour

High-performance team culture is nothing more than the sum of behaviours (especially when nobody is looking). Leadership and management often forget to translate strategic vision into actionable behaviours. It is there that change truly happens and a vision, mission or culture come to life.

#### 3. Don't expect behavioural change to happen overnight

Especially if you want the new behaviour to stick, for teams to adopt new behaviours, they have to stop what they are doing now. That entails change, and we as humans find change hard. But you can make use of methods from behavioural science to turn one-off change into sustainable habits. Using a deep understanding of the human decision process to boost the willingness to change behaviour and integrating proven tactics from behavioural psychology to make the desired behaviour easier to perform.

#### **4. Prototype, learn and adapt**

Take on a prototyping mindset. Just go ahead and install some behaviours or tackle some bottlenecks and see what happens. Prototype, learn and adapt—the beauty of behavioural interventions that most of them can be implemented quite quickly at limited costs. Take a team and prototype behaviours. Some may work; others may not. Move forward with the behaviours that are successful for your team. Success is contagious. After having run a successful pilot, other teams (or managers) will want to jump on the bandwagon of high-performance. But don't wait until you have worked out the perfect solution. You can start today. That on the role as the facilitator of your team. Treat this as a mutual learning process and then adapt quickly. What you most probably will see happen is that your team will start learning and adapting itself.

#### **Next steps**

If you would like to unlock the power of Behavioural Design within your organisation, we can help you out with:

##### **1. Behavioural Research**

*Gain deep understanding of the psychological forces that shape your team behaviours.*

Get a custom Behavioural Analysis of your team(s). We will interview your team members (online or offline). In this research will unlock the forces that are holding your teams back from peak performance. And we will reveal valuable opportunities for change. You will get both insights and actionable recommendations, allowing you to implement and experiment with new behaviours right away.

##### **2. In-company training**

*Train your team in the habits of high-performance teams and behaviour in organisations.*

Train your staff in the psychology of change. Learn how to build and sustain habits that foster high-performance output and that transform the culture into a culture of collaboration. They will learn a powerful model to understand why people resist change and how to use that understanding to design new behaviours and habits. In this three-week training of 3 x 3 hours (via Zoom or Teams), they will develop, prototype and test behavioural interventions in their teams.

##### **3. Online certification course**

*Enroll teams, and managers in this online course on the psychology of team behaviour.*

Reward or inspire your team to enrol in our online training on the behaviour and habits of high-performance teams. They will learn the essential psychological techniques to understand the psychological forces that shape team behaviour. They will also get a set of ready-to-implement success habits to start implementing today.

##### **4. Behavioural Design Sprint**

*Research, prototype and test interventions to change your team behaviour for the better.*

Need some rapid behavioural change in your company or team? In a 13-day sprint, we will design, prototype, test and fine-tune the behavioural interventions that will transform your workplace, in close collaboration with your team. It all starts with a deeper psychological understanding of what prevents your team from changing, and we'll come up with strategies and tactics to make the change less complicated and more motivating.

*\* The virtual services of SUE | Behavioural Design can take place in Zoom, MS Teams, or Whereby depending on the security protocols in your organisation. The online training takes place in a Secure Sockets Layer (or SSL) the standard security protocol that encrypts any data shared between a web browser and web server. A secure connection ensures that any data taken from our training platform is confidential.*

## Further questions or contact

Should you have any further questions, please do not hesitate to contact us. We are more than happy to help you.



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We can also plan a virtual meeting, please contact Susan de Roode at [susan@sueamsterdam.com](mailto:susan@sueamsterdam.com) in charge of Customer Happiness & Sales for more information.





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