

Behavioural Change Consulting

Professor Ivo Vlaev

Ivo Vlaev is among the leading behavioural psychologists in the UK. He researches human decision making and behaviour change. His published articles are in wide-ranging topics and he has a long-standing interest in finance as well as in health. Ivo works for Warwick Business School, University of Warwick, where he is a professor of behavioural science. In 2010, he co-authored the Mindspace report published by the UK Cabinet Office, advising local and national policymakers on how to effectively use behavioural insights in their policy setting. Since then, he has helped public and private organisations develop and apply lessons from behavioural science. Government sector clients include Public Health England, Department of Health, Her Majesty's Revenue and Customs, Cabinet Office, Money Advice Service, Financial Conduct Authority, Financial Reporting Council, Croydon and Islington councils. Private sector clients include the Institute and Faculty of Actuaries, Decision Technology, Behavioural Architects, Tesco, E.ON, AXA, Mindmetric, Fairbanking Foundation, Ipsos Mori, Swissre, City Corporation London, Barclays Bank, Capital One, Royal Bank of Scotland, Ecorys, Bearingpoint, Ogilvy, Ernst & Young, Pfizer, McDonald's, Omnicom.

Ivo is a member of the Behavioural Science Group at Warwick Business School, which is the largest behavioural science department in Europe and is highly multidisciplinary, with a range of novel skills, backgrounds and interests from across psychology, economics, neuroscience, statistics, data science and beyond. The group is bound together by a vision of understanding, predicting and guiding human behaviour in the widest possible range of contexts. The group publishes work at the highest possible level and has excellent facilities and infrastructure for conducting experimental research. The group's economic and societal impacts are focussed on evidence-based policy-making, public engagement with commercial and societal issues, enhancing the effectiveness of businesses and public services, and improving health and wellbeing. The founding vision of our group was that behavioural science should also be at the heart of all business and executive education. Behavioural science is taught across a wide range of courses, including the MBA, the MSc Behavioural and Economic Science (in collaboration with the departments of Psychology and Economics), and the new Behavioural Science in Practice executive education programme. We have also designed and delivered bespoke development programmes to build organisational capability.

Research and Advisory Service

How Ivo Vlaev can work with you

Looking at customer behaviour helps us understand what customers really need, a call to action to work together as part of a broader agenda for growth of your activities and enhanced customer engagement across all phases of the customer engagement lifecycle and experience.

Using market-leading behavioural techniques and research, Ivo can support your work throughout the customer journey from customer proposition and acquisition to tools to encourage customer behaviour change as well customer interaction and action when they encounter periods of challenge.*

Advisory service

Ivo offers advisory services to institutions, industry associations and other bodies to encourage the development and improvement of products and processes to ensure improved customer experiences and well-being and successful organisational change. Advisory work often includes *reviewing client's existing*

*About the cost, I used to quote daily rates, but often found such negotiations not very helpful, because the conversation focuses on the affordability and acceptability of the price, not on how we can solve the problem. A more productive approach is discussing how we can support the project within the available budget (which might require, for example, fewer days of my time and more days of somebody in my team, flexible working from a distance, etc.).

bank of ideas, products, services and evidence about behaviour change and key recommendations for future trials. This may also include looking further afield at trials undertaken by different organisations. Such advisory service is usually short-term – from a few hours up to several days of work.

Research service

In partnership with academics and other bodies, we will conduct market leading research to better understand what drives customer behaviours and provide insight around key market themes to encourage and assist in producing products and services. Research support is usually longer-term and may require working together (maybe including also members of my team) on several stages of a project.

In the *formative research stage*, in order to establish the ‘behavioural diagnosis’, we will undertake a *literature review* to identify relevant evidence. This would include approaches used to encourage the target behaviours. Depending on the budget, the literature review would include reference to relevant literature from different areas of behaviour change. The wider review would need to focus on relevant literature as otherwise the review would be too large. We may also need to conduct *empirical research* (survey, interview, or observations) in order to obtain information from the target population (customers, staff, etc) about the behavioural importance of each key factor driving their behaviour. This analysis will provide foundation for designing empirically informed interventions to optimize behaviour change. We will conduct a survey with a sample of around 100 individuals or/and interview ≥ 20 individuals (stakeholders) in each selected area – semi-structured face-to-face interviews or focus groups. Thematic analysis will be conducted following steps. Themes will be identified according to reported barriers and drivers. This inductive approach includes systematically and repeatedly searching the data to generate themes and patterns. Drivers and barriers identified in this qualitative phase will also be categorised according to the concepts our comprehensive behaviour change framework.

In the *intervention specification stage*, we will design interventions for selected barriers (or groups of barriers). The objectives will be to design interventions to minimise the barriers and maximise the drivers to the target behaviour(s); and also to support these interventions with training to support their in-field deployment. The intervention design may also involve running an *intervention design workshop* described below.

In addition, assistance will be provided to ensure the actual approach taken in any trial matched the intended intervention, because often for various reasons changes can be introduced which inadvertently undermine the intention of the approach. Data should be gathered on the behaviour of these customers against a control group. If possible, feedback from customers can be obtained to look for signs regarding what has motivated the customer to change behaviour. This is difficult given that customers are not normally very aware of what has caused them to act, so there is a challenge with self-reported motivations.

A report of the interventions and the results would be produced.

Behavioural Change Workshops

Ivo Vlaev has developed an accessible, interactive workshop, rooted in behavioural science and market-leading research. With course lengths designed to meet your organisational needs, we help participants refine and develop products and processes to enable positive customer behaviours and identify, mitigate and avoid unintended consequences. Both introductory and advanced sessions can be delivered, tailored to your needs.

The workshops aim to create capacity and capability in behavioural science in client organisations. The added benefit is that clients bring in their own work-related problems to solve as part of the learning process and with the support of the workshop team.

Learning outcomes

The workshop will result in the following learning outcomes:

- An understanding of behavioural economics and its relevance to public policy.
- Knowledge of a behaviour change framework and how to apply it.
- Basic design skills to support the exploration, development and testing of behavioural insights.
- Example case studies from across policy and communications.
- A clear plan and next steps for a select number of behaviour change projects within the organisation.
- A relationship with an academic for further mentoring and support.

Proposed approach and programme structure

This workshop provides training for staff not familiar with behavioural change. The aim is to improve participants' understanding of how to apply behavioural science in their own work setting, from the initial exploration of the problem, to the design, development and testing of ideas. The programme will be based on three pillars: (1) beginners behaviour science; (2) designing and developing ideas; and (3) putting theory into practice. The programme will be delivered by Professor Ivo Vlaev, plus additional support from assistants (from host organisation) to support putting theory into practice.

Workshop content overview

| Timing | Speaker | Activity |
|---------------|--------------------------|---|
| 10.00 - 10.15 | Host speaker | Introductions and workshop content. |
| 10.15 - 12.00 | Ivo Vlaev | Theory & application of behavioural change: The recent advancement of behavioural science does present an ideal opportunity for applied researchers, policy makers and business practitioners. By taking into account psychological constructs alongside other social science theories, behavioural science can provide a unique insight into understanding and influencing behaviour. Specifically, the new field of 'behaviour change' seeks to provide a scientific, evidence-based theory of how to change human action. The effective and sustainable behaviour change interventions are usually grounded in such evidence-based theory and methodology. Those interventions should work on several levels: structural/environmental, psychological/cognitive, physiological and behavioural. Therefore, for a specific behaviour, all such factors are necessary and sufficient conditions, and therefore must be understood as both barriers and enablers of change. This approach may result in a complex intervention that targets multiple factors simultaneously, although sometimes simple mechanistic intervention can be the most cost-effective. The purpose of the talk is to describe a comprehensive theoretical framework for behavioural diagnosis and a systematic methodology for intervention design. |
| 12.30 - 13.00 | Ivo Vlaev | Research and design methodology in behaviour change (also introducing the worksheets for the group exercise). |
| 13.00 - 13.30 | Host Speaker & Ivo Vlaev | Discussion of business areas and 'desired outcomes', and prioritising specific behaviours required to support the delivery of the desired |
| 13.30 - 14.30 | Ivo Vlaev | Group exercise part 1/2. |
| 15.00 - 16.00 | Ivo Vlaev | Group exercise part 2/2. |
| 16.00 - 17.00 | Ivo Vlaev & Host | Group solution discussion and presentations. |