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## How to... unlock behaviour change at work

This free download provides an introduction to an evidence-based, industry-recognised Behaviour Change model.

At Babel Projects Ltd, we employ expert work psychologists who can help you with planning and implementing successful behaviour change programmes. You can find out more about this here

[www.babelprojects.co.uk/change-management](http://www.babelprojects.co.uk/change-management)

# How to Unlock Behaviour Change at Work

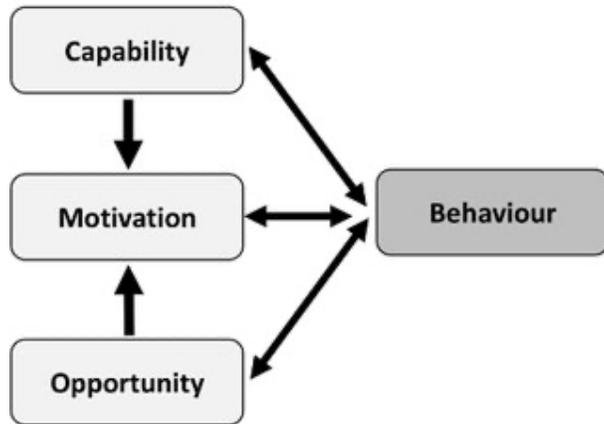
## An introduction to the COM-B Model of Behaviour Change<sup>1</sup>

All change is challenging. People are generally creatures of habit and will often resist change for many different reasons.

To maximise your chances of successful change management, you can start by:

- Understanding the psychological processes behind behaviour change, and
- Use an evidence-based model to plan your change management process.

The COM-B Model provides an excellent framework that can be applied to any behavioural change challenge.



It defines **three key sources** of behaviour:

1. **Capability** (a person's psychological or physical ability)
  - Do they have the skills/experience to do it?
  - Do they have a plan they can stick to?
2. **Opportunity** (The physical and social environment that enables behaviour)
  - Does their environment make it easy for them / prompt them to do it?
  - Will others expect them and support them to do it?
3. **Motivation** (reflective (conscious) and automatic mechanisms that activate or inhibit behaviours)
  - Can it make them feel good?
  - Do they think it will make a difference to them/anything?

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<sup>1</sup> Michie, S., Van Stralen, M. M., & West, R. (2011). The behaviour change wheel: a new method for characterising and designing behaviour change interventions. *Implementation science*, 6(1), 42.

## The 9 key levers to behaviour change

The COM-B model defines 9 types of interventions, or ‘key levers’ to behaviour change:

1. Educate – increase knowledge or understanding
2. Persuade – use communication to induce positive or negative feeling
3. Incentivise – create an expectation of reward
4. Coerce – create an expectation of punishment or cost
5. Train - impart skills
6. Restrict – use rules to reduce the opportunity to engage in the target behaviour
7. Shape – change the physical or social context (Environmental Restructuring)
8. Model – provide examples for people to aspire to
9. Enable – increase means / reduce barriers to improve capability or opportunity

Not every lever is necessarily suitable in every case, it will depend on the type of project and the desired behavioural changes. The table opposite outlines how each of the levers aligns to the sources of behaviour.

	INTERVENTION TYPES								
SOURCES OF BEHAVIOUR	Educate	Persuade	Incentivise	Coerce	Train	Restrict	Shape Environment	Model	Enable
Capability - Physical					✓				✓
Capability - Psychological	✓				✓				✓
Motivation- Reflective	✓	✓	✓	✓					
Motivation- Automatic		✓	✓	✓			✓	✓	✓
Opportunity - Physical						✓	✓		✓
Opportunity - Social						✓	✓		✓

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