



 how to...

# unlock behaviour change at work

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

© 2022 babel projects ltd. All rights reserved.



Jennifer Duckworth MSc, Chartered MCIPD

*babel projects ltd*

Organisational Psychologist  
Workplace Wellbeing Consultant

\*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.

## Change is challenging!

We all know people are creatures of habit, and they will resist change for many different reasons.

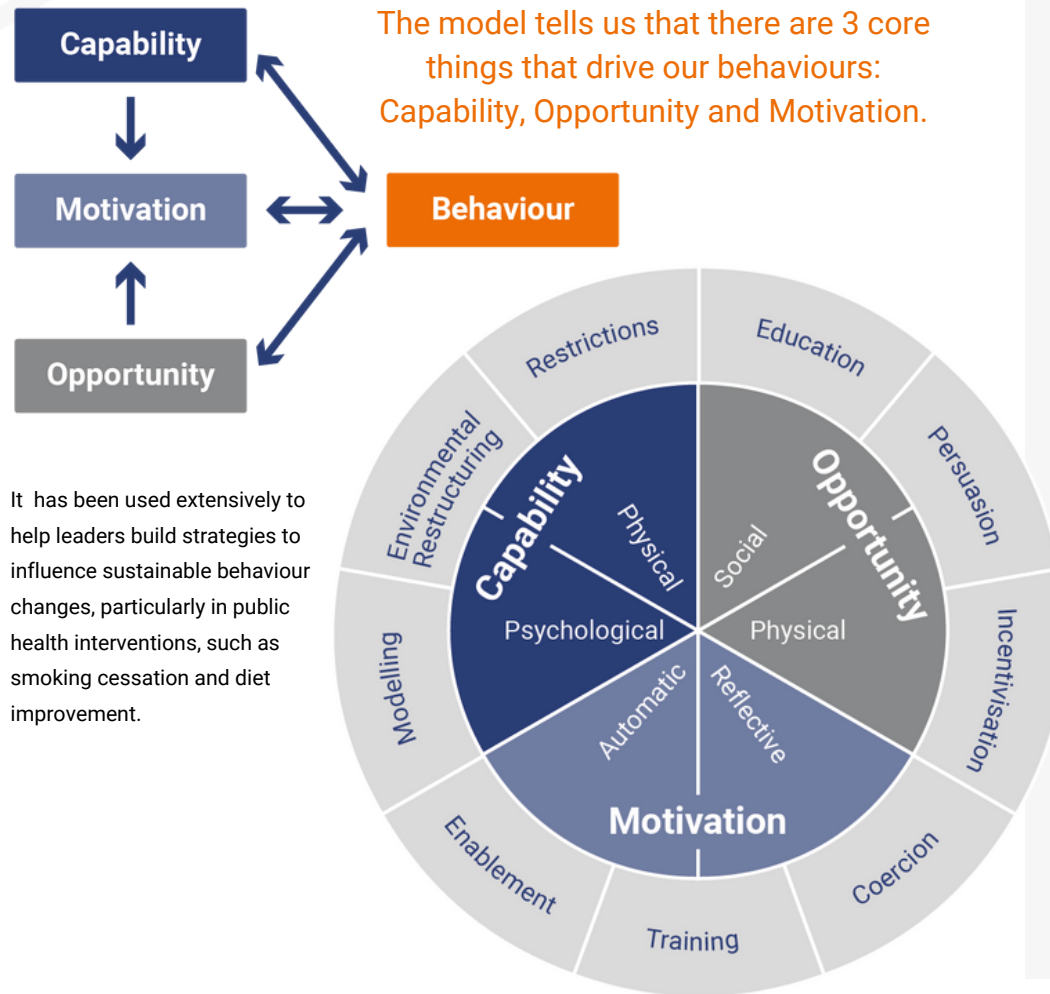
To maximise your chances of successful change management, it helps to:

- Understand the psychological processes behind our behaviours; and
- Use an evidence-based model to plan your change management approach.

At Babel Projects, we often use the COM-B Model of Behaviour Change\* because it's a really comprehensive framework, that has been proven through research to really work.

Check out the information on the following pages for a brief overview, and let us know if you'd like to discuss how we can support you and your teams through your change projects.





### 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?

## 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.

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



- 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.

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 here:

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

## GET IN TOUCH

If you'd like to explore how we could work together, please get in touch.

 [getintouch@babelprojects.co.uk](mailto:getintouch@babelprojects.co.uk)

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

 [Jennifer Duckworth MSc, Chartered MCIPD](#)

© 2022 babel projects ltd. All rights reserved.