



Video transcript

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Understanding 'behaviour by design'

KIERAN FLANAGAN: Behaviour by design is a really interesting “human hack”, I guess you’d say. And it came from this constantly working with leaders and organisations and finding that people were constantly frustrated trying to change people’s behaviour. And traditional methods of changing behaviour is a bit carrot and stick model. We either motivate and inspire them or we kind of discipline them and what we discovered is that behaviour needs to have engineering built into it, it needs to have design thinking built into it. We have to understand who people are and expect it. And instead of trying to change it: how do we design around it and accordingly. How do we essentially harness, who people are? And not who we wish and hope and want them to be.

DAN GREGORY: So, motivation and discipline are actually really good strategies, but they're really good short-term strategies. So, in the long term what we know is: design beats discipline. We know that the only time people save money and keep it is when it's taken out of their salary before they see it – and put it into an account they have limited access to. So, what we're looking to do with leaders, is to move them from this motivational inspirational model of leadership towards a more strategic model of leadership. In other words, how do they design their systems and their processes, so that the results they want ‘show up’ deliberately, consistently – regardless of the scale of the business. And we do this in our personal lives as well. If you had to have an early flight, and you set your alarm clock and put it on the other side of the bedroom, so you have to get out of bed to turn it off – you know what behaviour by design, actually is.