



Setting the Contexts for Healthy Change

Presented By

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Colin Bullen

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Companies expect their people to do things differently but the company itself does not create the proper conditions for change.



Learning Objectives

#1 – Learn about the contexts in which change happens and how to use this knowledge to assess your workplace

#2 – Understand how the elements of influence work to resist change and the changes you can apply to make the desired behavior the natural one

#3 – A significant case study example to see how it works in practice



As little as 6 minutes of high intensity (anaerobic) exercise results in 20% faster learning when learning occurs immediately after exercise.

Retention of newly learned material is 10% better, one week after exercise.

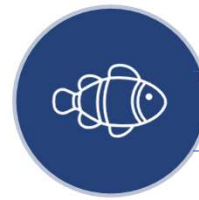
The Contexts for Change

A context is broadly defined as “the group of conditions that exist where and when something happens.”

Contexts refer to the environments in which your life unfolds, including physical and virtual surroundings, the people you interact with, the rules that govern those interactions, and the way that we perceive the world.

These contexts are essentially hidden in plain sight – all around us, but really difficult to identify.

Contexts form the backdrop of our daily lives, powerfully but invisibly influencing our thoughts, decisions and actions.

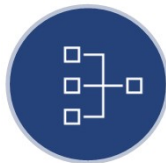


In the background

Highly influential

Often unnoticed

Using Context Design as a framework, we go to work in designing in 4 contexts:



Systems



Spaces



Social



Self

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Systems

The policies and rules that govern our behavior in our daily lives. At work, these include the processes and policies that make up the way things are done at your organization – how people are trained, the dress code, overtime hours, disciplinary procedures, etc.

When designing behavior-based programs, consider the following elements within the Systems Context:

Feedback

- the right type, delivered in the proper manner
- recognition and performance feedback
- any reward or incentive programs
- expressing gratitude

Accountability

- alignment on expectations
- clear **roles**
- open communication
- clear progress tracking and measurement

Purpose

- alignment on a shared larger goal understood by all employees

Permission

- enforcement of policies
- organizational **norms**
- **rules**
- defining **intolerable** behaviors

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Spaces | Signals

The environments that surround you in your everyday life. These can include the home you live in, your neighborhood, the school you attend, the gym you go to, your local grocery store, and all the shops you visit. It also includes the physical and virtual environments in which work takes place and how messages are communicated verbally, non-verbally, and in writing.

When designing behavior-based programs, consider the following elements within the Spaces Context:

Surroundings

- environments and experiences that can be physical or digital

Signals

- implicit and explicit communications

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Social

The people that you interact with in your daily life, and the influence their behavior has over your own. The people within your social context at work include your peers within your team or department, direct reports and managers or supervisors. This context is often created and reinforced by leaders.

When designing behavior-based programs, consider the following elements within the Social Context:

Support

- peer and social support from colleagues, friends, family, mentors and coaches

Networks

- the existence of networks
- how many networks people have
- how quickly and pervasively ideas and behaviors spread across networks

Proof

- people see that a behavior is possible or not
- or, if there would be repercussions for performing a behavior outside of the norm

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What's your story?



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Self

The individual ability to change behavior is influenced by an individual's thoughts, feelings, perceptions, mindset and identity.

When designing behavior-based programs, consider the following elements within the Context of the Self:

Awareness

- understanding of self identity and character strengths
- awareness of underlying motivations

Perspective

- growth vs. fixed mindset
- ability to learn, grow skills and achieve mastery

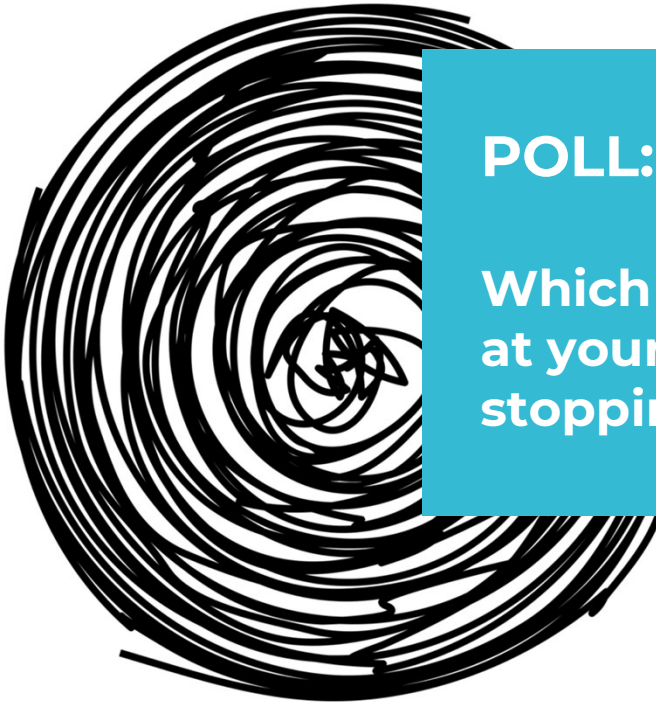
Control

- internal vs. external locus of control
- autonomy

Confidence

- a person's belief that they can do something or achieve something

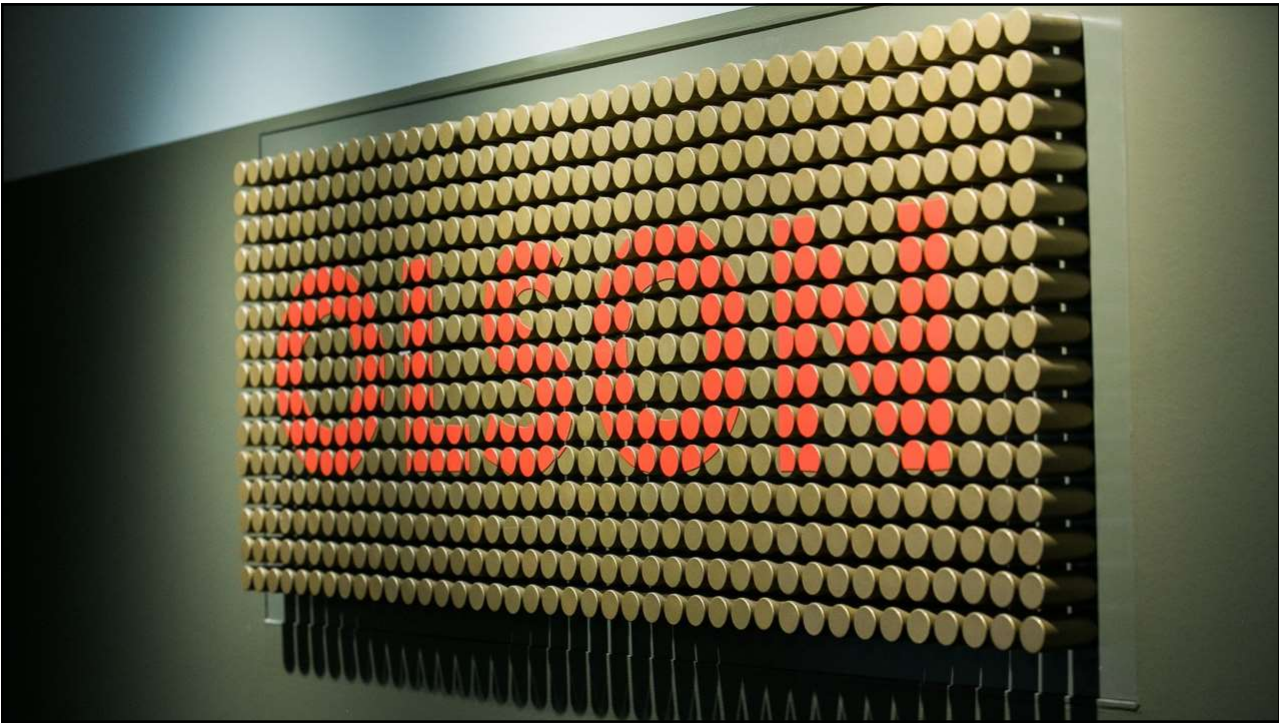
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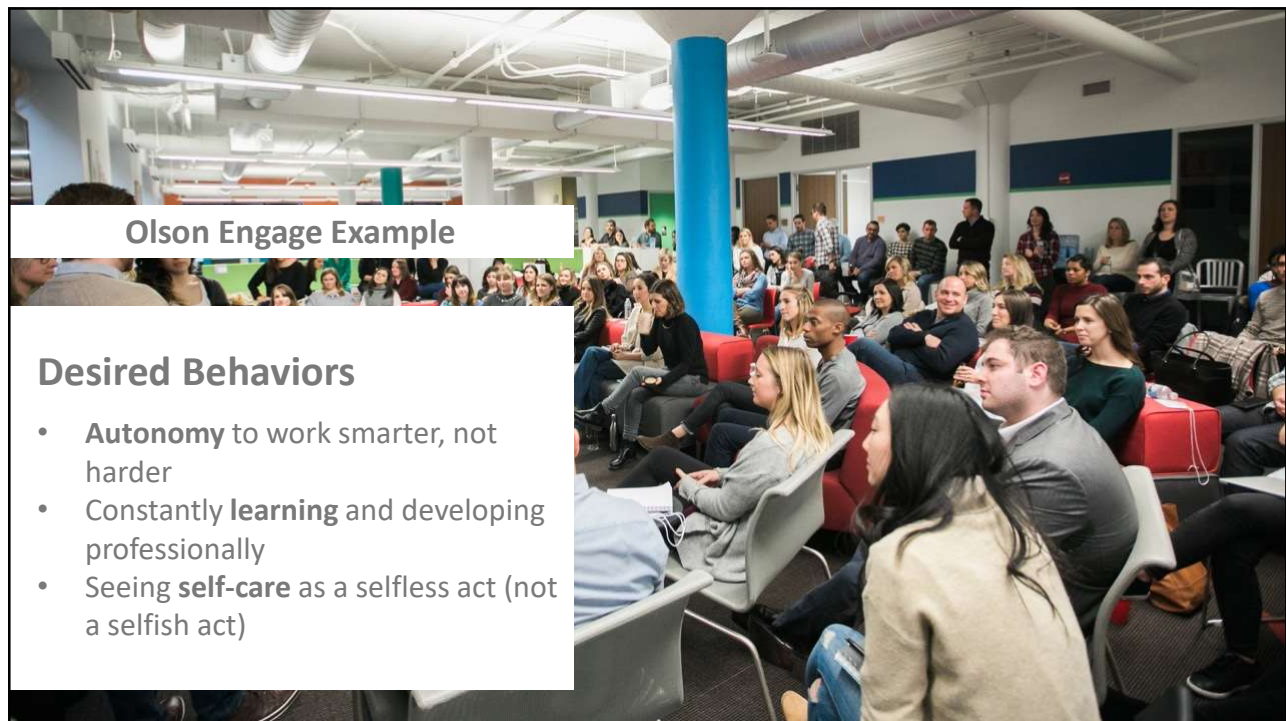
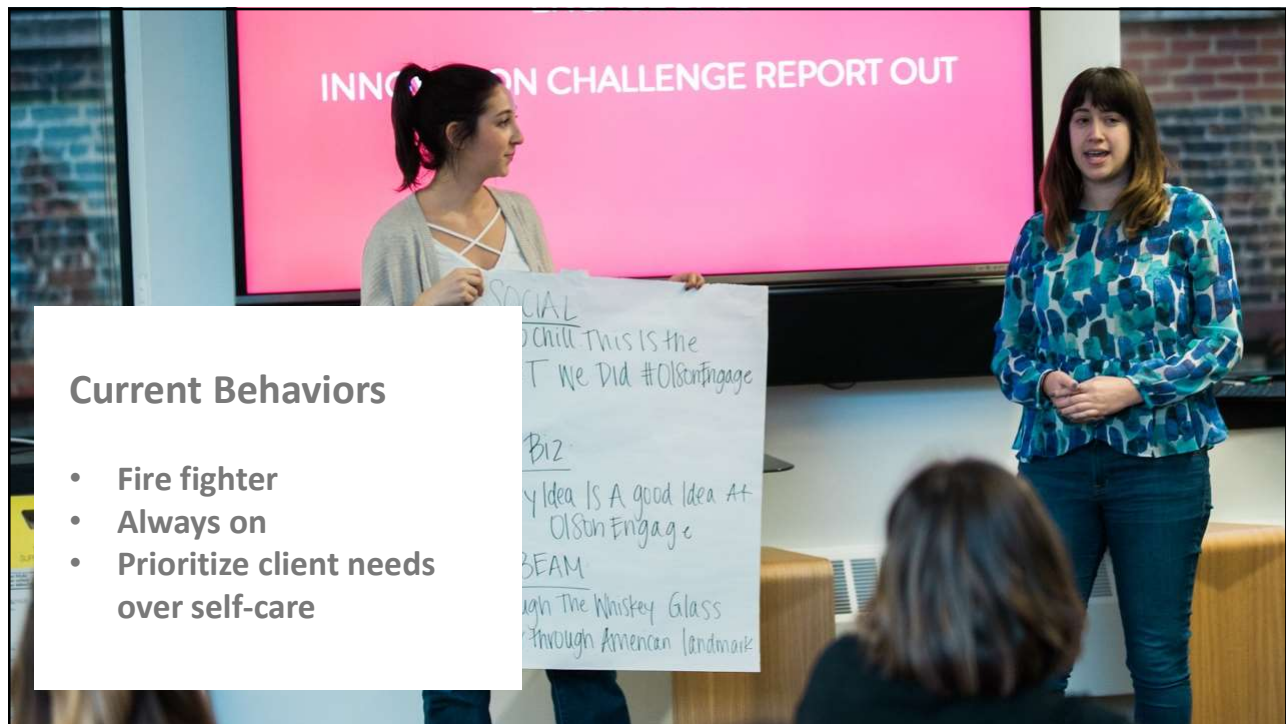


POLL:

Which context stands out at your organization as stopping change happening

Self	Social	Spaces	Systems





Evaluating the Four Contexts

Olson Engage Example

Want employees to (habit): Meditate 20 minutes/day

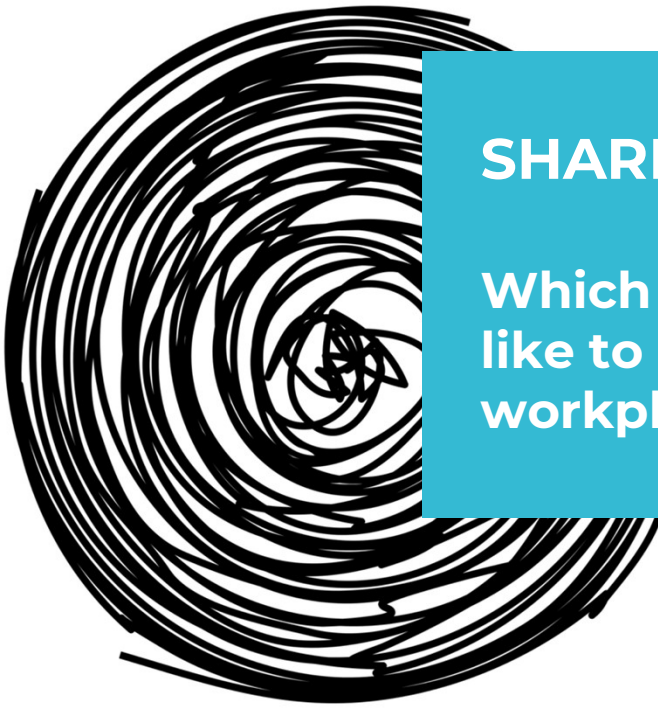
To achieve (outcome): Improve focus + reduce stress

Self	Social	Spaces	Systems

Want employees/self to (habit): _____

To achieve (why, outcome): _____

Self	Social	Spaces	Systems



SHARE IN THE CHAT:

Which new habit would you like to create in your life or workplace, and why?

Evaluating the Four Contexts

Olson Engage Example

Want employees to (habit): Meditate 20 minutes/day

To achieve (outcome): Improve focus + reduce stress

Self	Social	Spaces	Systems
Employees held a belief that self-care was a selfish act that was far less important than client demands and internal meetings. People often felt guilty if they took vacation or spent time away from their desks. People don't know how to meditate.			

Evaluating the Four Contexts

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Evaluating the Four Contexts

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Self	Social	Spaces	Systems
<p>Employees held a belief that self-care was a selfish act that was far less important than client demands and internal meetings.</p> <p>People often felt guilty if they took vacation or spent time away from their desks.</p> <p>People don't know how to meditate.</p>	<p>Employees felt shamed by their peers for taking time for self-care habits.</p> <p>Those not engaging in self-care habits would make comments like, "That must be nice. I wish I had the time to meditate during the day, but I have to work on ____."</p>	<p>The office design is largely open space filled with movement and noise.</p> <p>There are no quiet spaces that encourage reflection, focus or provide an opportunity for meditation.</p>	<p>Billable hours leave little flexibility in employee schedules – they have to account for all of their time.</p> <p>In the past, the leadership team has spoken about making changes to the culture, but they are not held accountable for implementation.</p>

**Designing for Change:
Leverage the Four Powers**



power

Grow Capability

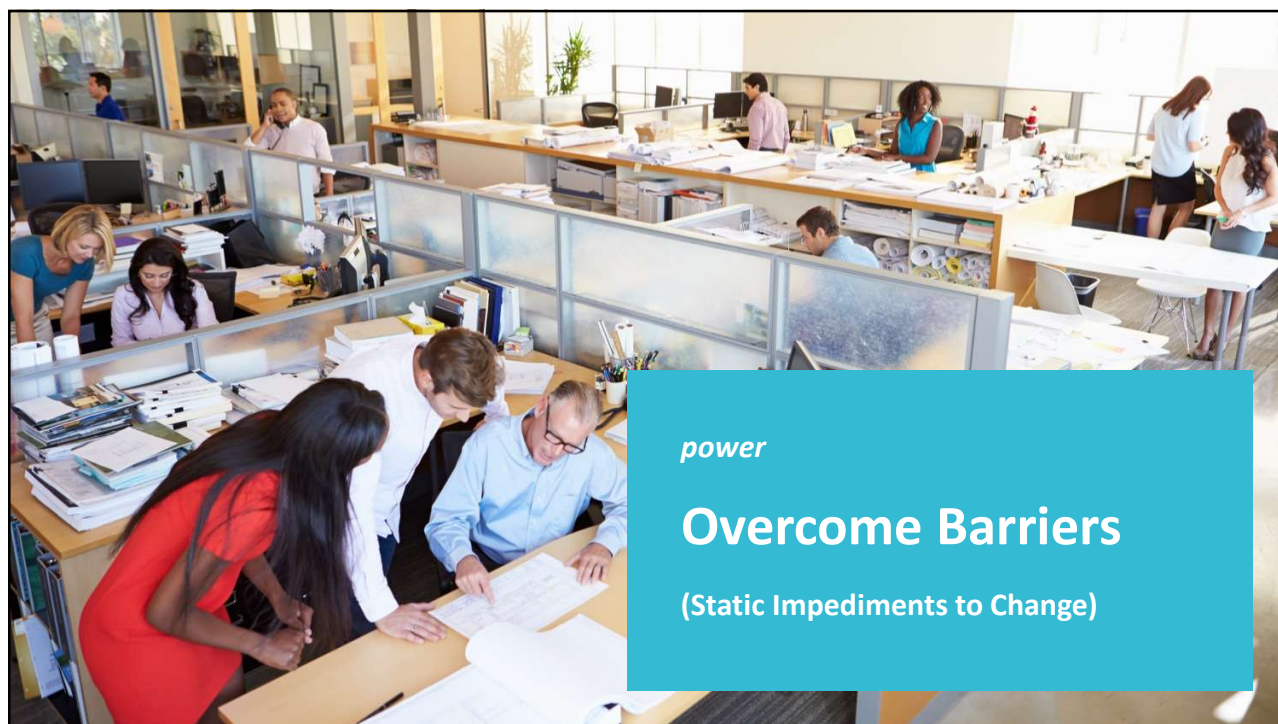
(Confidence + Competence)



power

Inspire Motivation

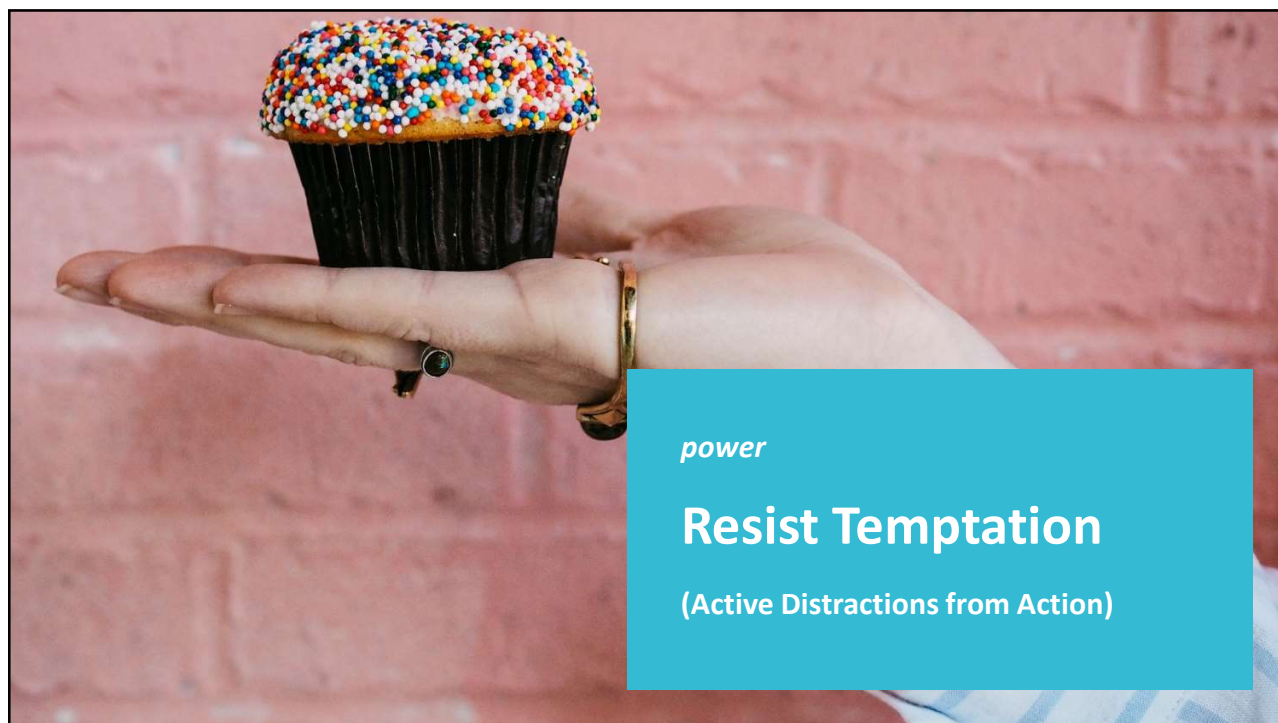
(The Compulsion to Act)



power

Overcome Barriers

(Static Impediments to Change)

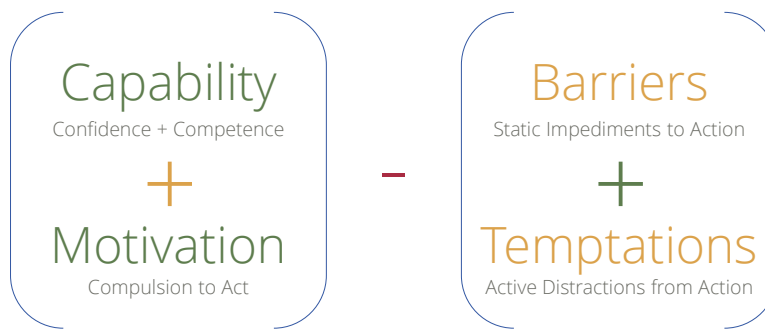


power

Resist Temptation

(Active Distractions from Action)

Apply the formula for change within each context – one context at a time:



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Designing the Four Contexts

Olson Engage Example

	Self	Social	Spaces	Systems
Grow Capability Confidence + Competence	Hold meditation 101 classes	<i>Train managers on new expectations to meditate</i>		
Inspire Motivation Compulsion to act		Share success stories from people who avoided burnout	Post photos in the break room featuring individuals in their “Zen” spaces	Create a surprise award for the most focused and resilient employee
Overcome Barriers Static impediments	Remove the “woo” from meditation by educating employees on alternatives to “chanting”	<i>Encourage managers to conspicuously demonstrate the habit</i>	Create a chill room designed for focus and quiet time	Reimburse Headspace app purchases
Resist Temptation Active distractions				<i>Default calendars to include a 5 minute afternoon meditation session</i>

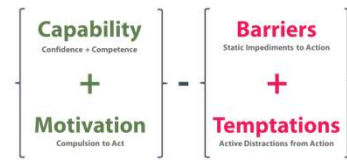
Assess the cultural conditions for behaviour change
and new habit adoption

Results highlight the strengths and development areas of the
organization to build change resilience and readiness

CHANGE COMPASS ASSESSMENT	Self	Social	Spaces	Systems
Grow Capability	6	3	8	8
Inspire Motivation	1	9	4	4
Overcome Barriers	6	3	8	7
Resist Temptation	1	4	6	3

A **consciously created culture** to make change
desirable, teams adaptable and individual
behaviour change long lasting

Based on the results, go to work with your organization to change
the influences
to create the conditions for change in four contexts



Build capability and motivation, remove the barriers that
prevent change happening and offer ways to resist the
temptations to revert to old bad habits

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Questions?

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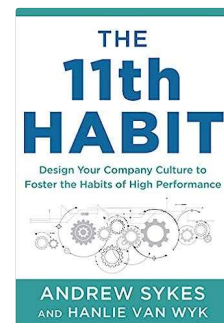
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Research: bratlab.com

Certificate Course: <https://nationalwellness.org/changeagent>

Change Superpower assessment: <https://virtuositeam.com/change-superpowers>



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