

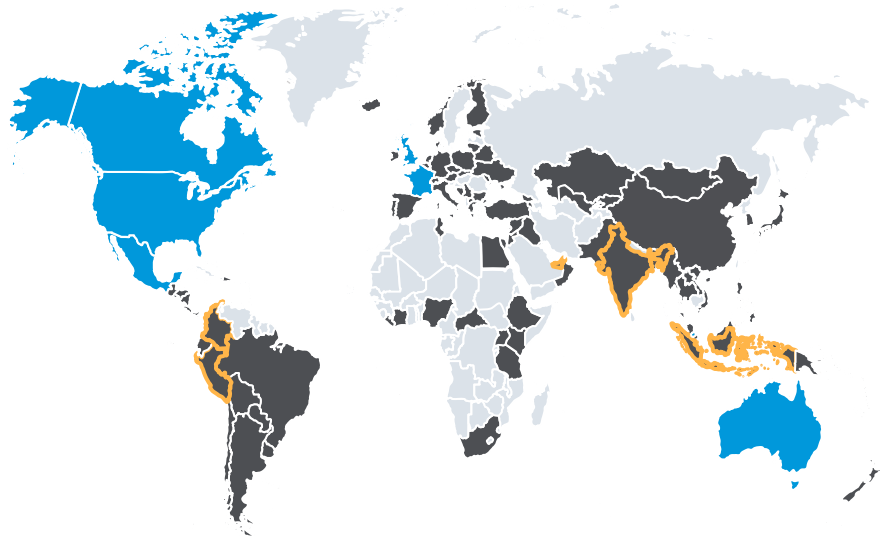
Intervention Implementation

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About The Behavioral Insights Team (BIT)

- A **global leader in using behavioral science** to design services, policies, and interventions that improve people's lives.
- Established in the UK government in 2010, we are **the original “Nudge Unit”** that inspired hundreds of similar teams worldwide.
- Today, **we are a social purpose consulting firm**—and we do much more than nudge.
- We partner with **all levels of government, nonprofits, and the private sector**.
- We design complex interventions, run mixed-methods evaluations, develop and inform policy, and help organizations build their capacity to use behavioral science and evidence.



BIT projects

BIT offices

Local staff presence

Our 230+ staff members are based around the world





Please raise your hand if:

**You have ever had a project where implementation
went exactly as you planned**

Implementation is a behavioral challenge

In other words

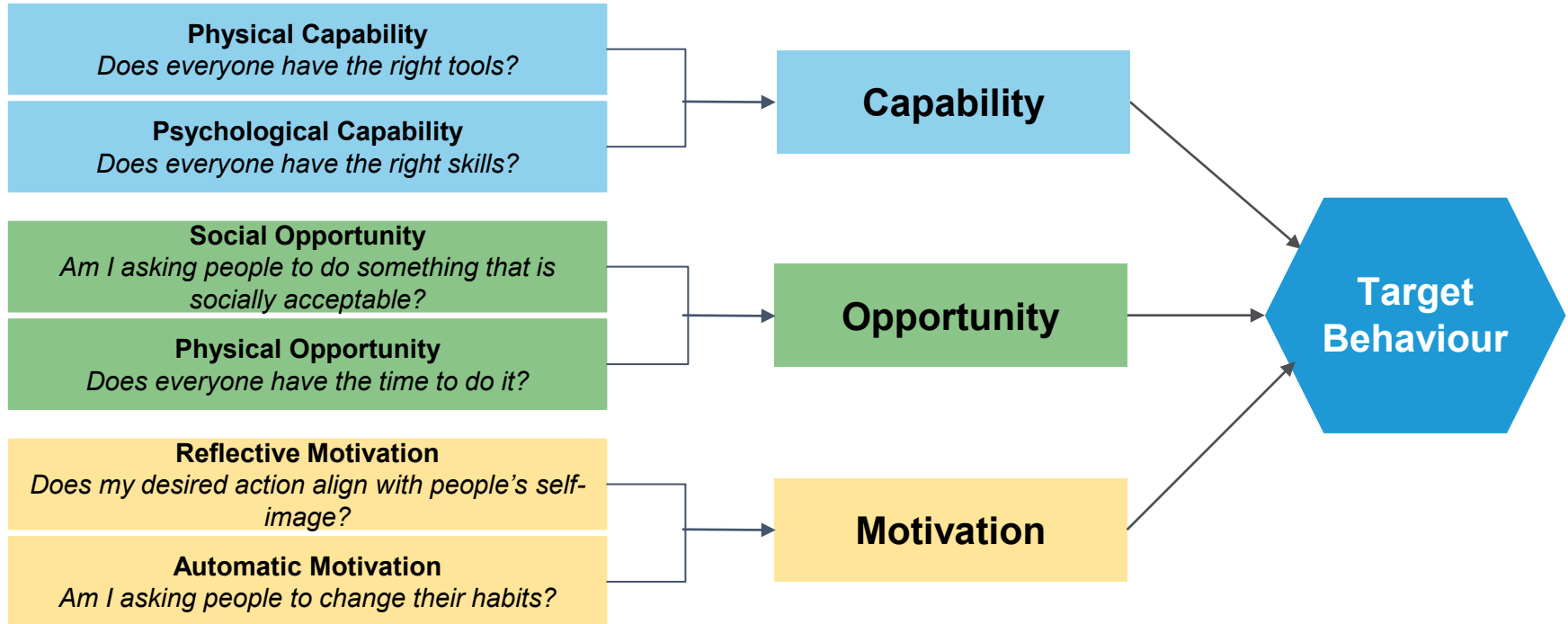


You have a behavioral science project nested within your behavioral science project



We can use the same tools to help make more realistic plans

COM-B Model



Source: Michie, S., van Stralen, M. M., & West, R. (2011). The behaviour change wheel: a new method for characterising and designing behaviour change interventions.



But implementation suffers from it's own behavioral biases



Optimism bias

Tendency to be overly optimistic about our future outcomes

"We'll complete this project under-budget and ahead of schedule."



Illusion of control

Tendency to believe we are more in control of events than we actually are

"Our recruitment strategies will ensure we can reach our target of 2000 participants."

Overconfidence

Tendency to overestimate our abilities. Often called the 'mother of all biases'.



How can we overcome these biases?

Premortems	Red Teams	Thinkgroups	Forecasting
<i>Imagine that our implementation has failed. What are potential reasons for the failure?</i>	<i>You are tasked with acting as an adversary. What weaknesses do you find?</i>	<i>Before we discuss as a group, let's brainstorm anonymously.</i>	<i>What is our typical over-run or delay for similar projects? What is our optimistic and pessimistic estimate?</i>
Use whenever you are making plans to identify and mitigate risks. Come up with vivid descriptions that make the failure as "real as possible."	Particularly useful for testing products or services. Best when red team members are seen as group insiders and steps are taken to prioritize psychological safety.	Simplicity means this can be done as part of any brainstorming process where you don't want social dynamics to get in the way of identifying risks or generating ideas.	Use whenever you are setting a target that can be observed and measured. Used regularly, forecasting can improve your accuracy and calibration.





Reflect:

**What has experience taught you about
successful implementation?**

Practicing premortems

1. As a group, choose one of the three cases on your worksheet.
2. Then, spend **5 minutes** individually brainstorming potential points of failure. Use the COM-B model as a prompt to think through behavioral barriers.
3. As a group, spend **5 minutes** sharing the barriers you identified. How similar or different were they?
4. Spend **10 minutes** generating strategies to overcome each barrier.

Deep dive



THE BEHAVIORAL INSIGHTS TEAM

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