

Why Won't They Just Change? How Behavioral Science Is the Key to Transformation Success

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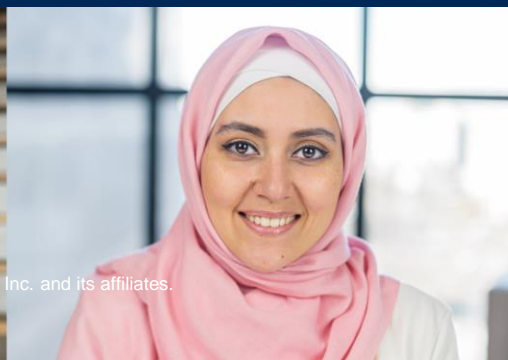
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What's Missing in This Plan?

1	2	3	4	5	6
Engage and Support Stakeholders	Manage the Function	Assess and Manage Risk	Protect the Infrastructure	Manage Operations	Deliver Assurance
Interact With CEO and Board	Develop Strategy	Define and Conduct Risk Assessments	Secure the Network and Perimeter	Support Privacy	Conduct Workforce Planning
	Plan Budget			Manage Compliance	Recruit Talent
Enable Business Decisions	Organize Structure	Develop Controls	Secure the Endpoints	Support Audit	Develop Skills



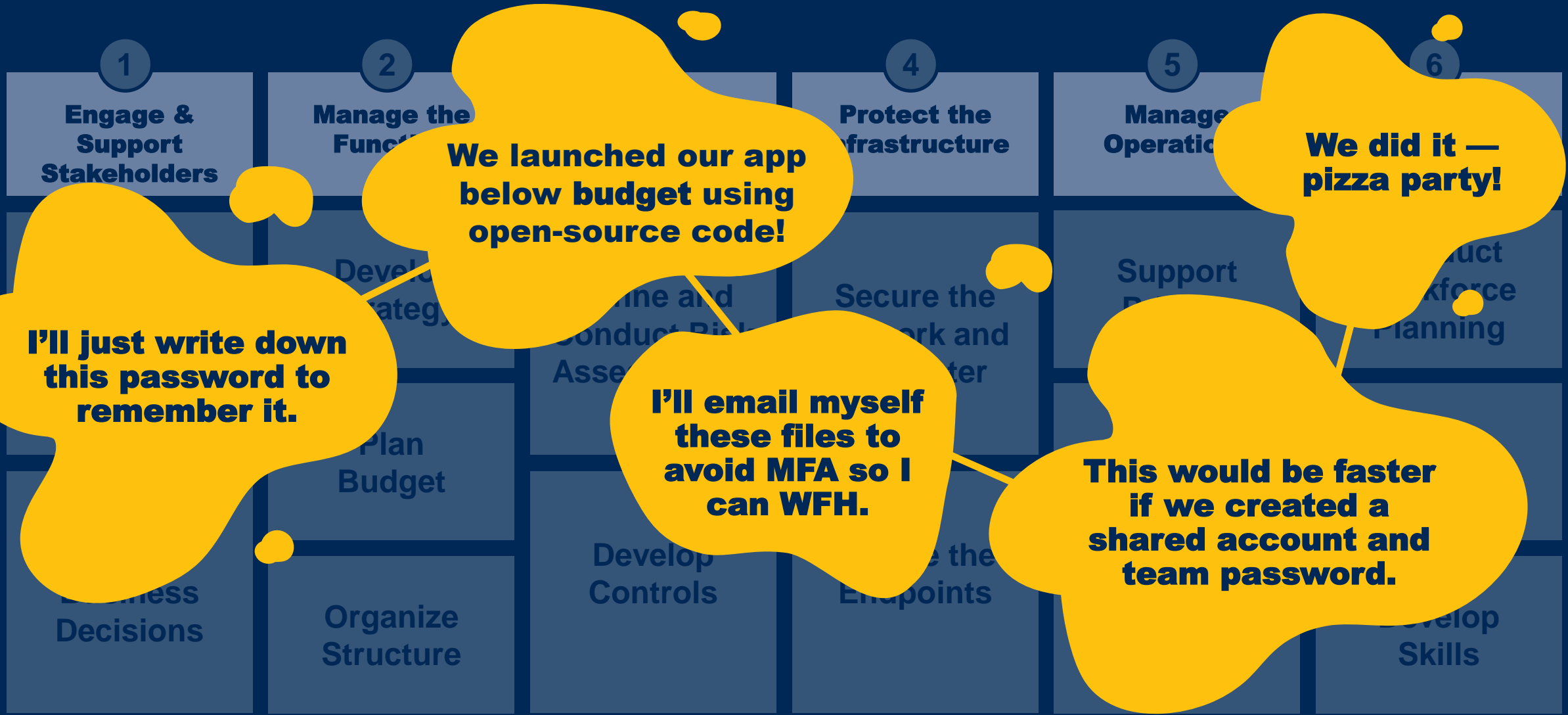
The Humans Are Missing!



When Humans Get Involved, Things Get Messy



When Humans Get Involved, Things Get Messy



Enter Behavioral Science

Behavioral science is a set of tools that addresses the limitations of rational decision making. It comes in two parts. The first is behavior, which most people understand. The second is science, which many people underestimate.

Three Questions



1

What assumptions am I making about my people?

3

What obstacles could interfere with the change?

2

What do I want people to say, do and believe?

Question 1

1

**What
assumptions
am I making
about
my people?**

Myth 1

1

**You know what
is preventing
your employees
from changing.**

Common and Incorrect Executive Assumptions:

- If your employees understand the arguments, they will change.
- If your employees understand what is at stake, they will change faster.
- If the organization is in danger, your employees will change.
- If it's good for the organization, that's enough for your employees to want to change.
- If your employees don't make a change, it's because they don't want to do so.

“If employees understand what is being asked, they will do it. Wrong. People may understand the strategy, have the capabilities, be convinced and still not do it. What is really holding them back? To understand this, observe them, watch them and ask them why they did it. Don’t hypothesize.”

— Olivier Sibony, Professor of Strategy at the HEC Paris and author of “Noise: A Flaw in Human Judgment.”

The Myth of Explanatory Depth



Q30A: The following behaviors to your enterprise's cybersecurity function/experts or IT department

Source: 2022 Gartner Drivers of Secure Behavior

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Key Issue Take-Away:

Start by asking, what if they don't know how?
Don't assume you know why they don't adopt the change. Instead, observe and ask them why.

Question 2

2

**What do I want
people to say,
do and believe?**

Myth 2

2

**If you provide a
clear business
objective,
people will
pursue it.**



**Humans Don't Do Things
Just Because They Should**

Chocolate Is ...

- Unexpected for them.
- Sparks joy or resolves persistent frustration.
- Easy to do for you.
- Not at the top of an ROI-prioritized list.



Find the Chocolate Exercise

- Can I make something easier?
- Can I remove drudgery?
- Can I remove a trigger?
- Can I make something beautiful? Exquisite? Out of the ordinary?
- Can I make something fun? Compelling?
- Can I do something with high-signaling power?
- Can I make people feel like they are part of the solution?

Key Issue Take-Away:

Seek out the chocolate and sell that. Minimize the kale. Don't endlessly delay gratification.

Question 3

3

**What obstacles
are interfering
with
the change?**

Myth 3

3

Clear business goals overcome obstacles to change.

**Create behavioral
objectives from
business objectives.**



How to Clarify Behavioral Objectives?

- Would you recognize it if you saw it?
- What would be happening or not happening?
- What would trigger you?
- Script new behavior — “Default to yes for new ideas”
- Make new behavior stick — introduce moments.
- Clarify new behavior — Create alerts for wrong behavior.
- Create a low-risk place to practice new behavior in day-to-day.

Three Ways to Make the New Behavior Safe

Stress test the new behavior:

- Ask when it will be hard to follow.
- Prepare for overcoming the difficulties.

Road test the new behavior:

- Ask what changes tomorrow and next week if this new behavior is adopted.
- Ask how this behavior can be reinforced.

Consider risk homeostasis

- What language are you using?
- What are you modelling?



“A general ‘law of least effort’ applies to cognitive as well as physical exertion ... if there are several ways of achieving the same goal, people will eventually gravitate to the least demanding course of action.

Laziness is built deep into our nature.”

— Daniel Kahneman in “Thinking Fast and Slow.”

Humans Operate With a “Law of Least Effort.”



Cognitive Ease

**Good
Mood**



**Feels
True**

Cognitive Strain

**Bad
Mood**



**Less
Creative**

The larger the change employees are asked to undertake, the less friction they will tolerate.

Key Issue Take-Away:

If you want people to behave in a new way,
remove the friction and the noise and make
it safe.

Key Take-Aways



1

**Don't fall for
the myth of
explanatory
depth.**

3

**For people to
behave in a new
way, remove the
friction and
make it safe.**

2

**Search for
chocolate, don't
rely only
on kale.**

Recommendations

- ✓ If you're concerned about user behavior, evaluate change through a behavioral science lens, rather than a technology or a business lens.
- ✓ This means that, in addition to tracking whether a control works, also track how employees experience it.
- ✓ Question your assumptions and your intuition. Don't fall for the myth of explanatory depth.
- ✓ To reduce undesired behavior, reduce the friction employees experience from controls.
- ✓ Help employees to feel safe doing the new thing.

Recommended Gartner Research

- 🔍 [Building a Neurocentric Organization Is the Next Gamechanger](#)
Gabriela Vogel, Mary Mesaglio and Others
- 🔍 [Role of Behavioral Science to Scale Neurocentricity for Government Organizations](#)
Gabriela Vogel, Mary Mesaglio, Cristina Lazaro and Others
- 🔍 [Actionable Values: A Four-Step Approach to Inspire and Retain Employees](#)
Gabriela Vogel and Mary Mesaglio
- 🔍 [Case Study: The Role of Behavioral Science in Leading Analytics Teams \(Canada Energy Regulator\)](#)
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