

Draft for  
Discussion

RioTinto

# Behavioural Change Interventions Playbook

Commercial Digital | Interventions

February 2022

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# Executive Summary

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// If you want people to  
do something,  
make it easy.

Richard Thaler

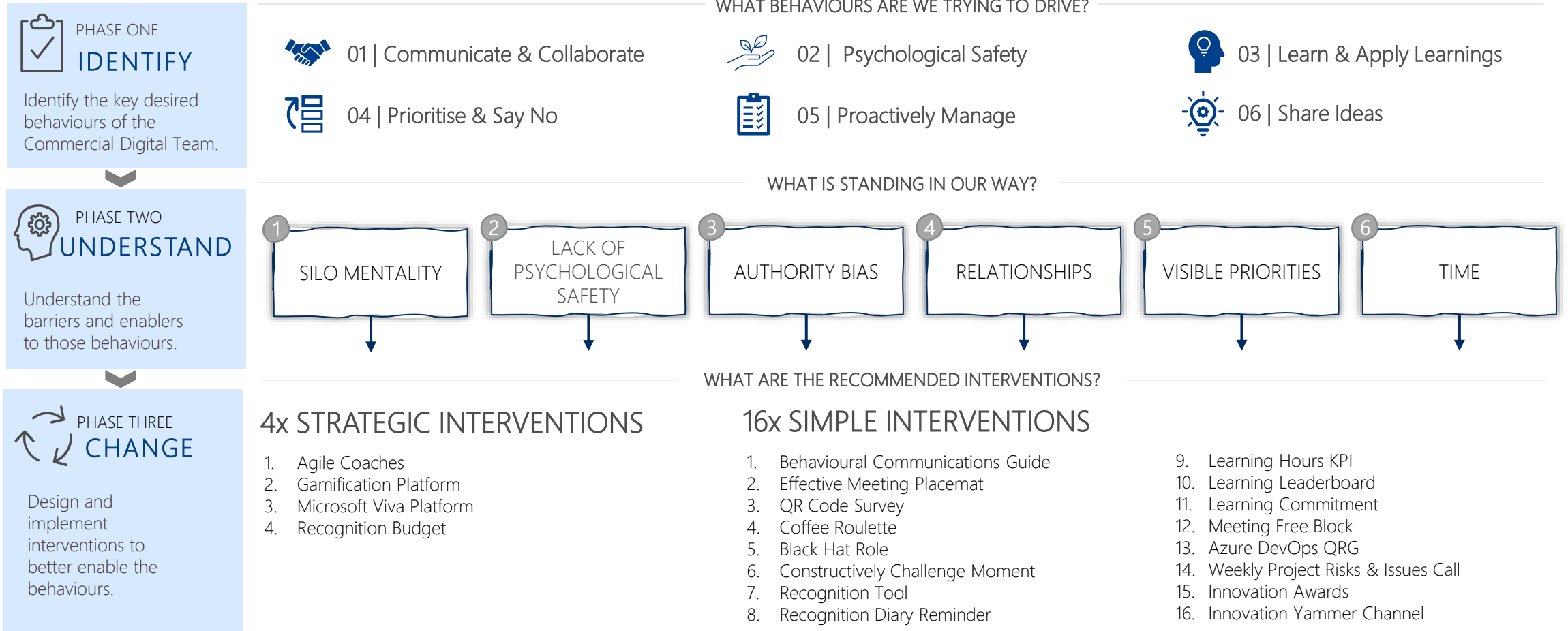
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# Executive Summary | High-Level Approach & Outcomes

We have applied a three phase approach to **Identify** target behaviours, **Understand** the barriers to those behaviours, and design interventions to **Change** behaviour.

## BEHAVIOUR FIRST APPROACH



# Executive Summary | 1. Identify | Target Behaviours

Below are the six (6) **observable and measurable target behaviours** that the Commercial Digital Leadership Team have identified as critical to the future success of Commercial Digital.



## 01 | Communicate & Collaborate

All Commercial Digital team members **openly, proactively and effectively communicate and collaborate** within and across Digital teams, and with customers and network partners to deliver greater levels of customer satisfaction and better outcomes for the Commercial business.



## 02 | Psychological Safety

All Commercial Digital team members respectfully and openly **provide real-time, constructive feedback to each other, proactively following-through on actioning feedback, recognise accomplishments of team members, and celebrate team successes and learnings from failures** resulting in higher levels of experimentation, innovation and team morale.



## 03 | Learn & Apply Learnings

All Commercial Digital team members **proactively pursue opportunities to continuously learn**, generously **share knowledge and learnings** within and across Commercial Digital and the broader Commercial business, and **progressively apply their attained experience and knowledge** to contribute towards Commercial Digital realising their strategic objectives, and to improve the maturity of the team and digital capabilities across Commercial.



## 04 | Prioritise & Say No

All Commercial Digital team members undertake a disciplined approach to **accept and prioritise work, and say 'no' to taking on additional work** (when appropriate) to empower their wellbeing and ensure efforts are focused on the most impactful activities.



## 05 | Proactively Manage

All Commercial Digital team members **proactively manage and report on risks, budget, issues and status, and propose recommendations to leadership on a way forward**, to ensure more efficient and better outcomes for Commercial, and timely management of potential risks and issues.



## 06 | Share Ideas

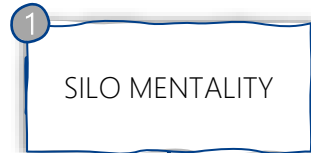
All Commercial Digital team members **suggest, trial and challenge new ideas, and welcome pivots to their approach** when there is a benefit associated in doing so, leading to greater levels of innovation and more efficient use of resources.

# Executive Summary | 2. Understand | Key Themes

A series of workshops were facilitated with participants of varying seniority and roles across Commercial Digital, to capture different perspectives on the barriers to the target behaviours. The key themes of the existing barriers are explained below.

Barrier Themes

## WHAT IS STANDING IN OUR WAY?



- **In-Group Bias** is the common human tendency to favour those in groups we ourselves identify as members of.
- Within Commercial Digital this sometimes manifests itself as a **general acceptance that teams work within silos**, fuelled by the perception that the Digital environment fosters competition amongst teams.

Within Commercial Digital, the presence of silo mentality can lead to:

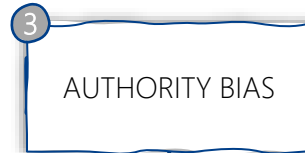
- Often **limited proactivity in collaborating** outside of project teams
- **Little incentive** for Digital teams to provide **constructive feedback** to help other teams and individuals in other teams to improve
- **Missed opportunities for innovation**, as 'out of the box' thinking often needs diverse perspectives from multiple teams



- **Psychological Safety** is the belief that mistakes, questions, or challenges will be positively received without retaliation

For some individuals, within Commercial Digital a perceived lack of Psychological Safety sometimes leads to:

- Reluctance of Digital team members to initiate communications with customers, network partners and team members in other Digital teams
- **Lack of trust to openly express feedback** across Digital teams.
- Sharing a **common 'fear of failure'** which hinders their ability to challenge others, welcome pivots and take calculated risks
- **Reluctance of team members to push back** on customer, leadership and team requests



- **Authority bias** is the tendency to 'follow the leader' by attributing greater accuracy to the opinion of an authority figure.

A perceived hierarchical culture within Digital and Rio Tinto more broadly magnifies this bias, which can lead to:

- Reluctance of Digital team members to provide **upward feedback** to personnel in more senior positions due to fear that feedback is not desired and/or will potentially result in conflict.
- **Reluctance** of Digital team to **challenge ideas** proposed by leadership
- Tendency to **delegate decisions upwards**



- Relationships between Digital team members and customers, network partners and the wider Digital are hampered by the wide **geographical spread** of business stakeholders and often **significant time differences**.
- This is exacerbated by **pandemic travel restrictions** and **working from home**.

Lack of formal and informal relationships outside of project teams, can lead to:

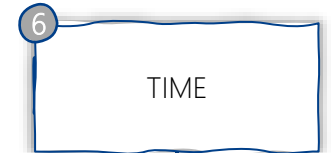
- **Missed opportunities for innovation**, challenging ideas and collaboration between stakeholder groups.
- Reluctance of the Digital team to openly share feedback and learnings with customers, network partners, other Digital teams and leaders.



- Many of the target behaviours are not valued by the Digital team, as **other priorities are seen as more important**.
- Other business priorities are **more clearly incentivised, more frequently role-modelled** by leadership, and **feature more explicitly in stories** shared by leaders

Lack of incentives and inspirational stories to promote target behaviours can lead to:

- Target behaviours are simply **not front-of-mind** and therefore don't occur with the desired frequency



- The Digital team are inundated with work, and report **little-to-no excess capacity**.
- **Poor resource planning and prioritisation** performed by the team are often contributing factors.

Without the team having a clear understanding of what to prioritise and how to more accurately scope and resource pieces of work this can lead to:

- **Vicious cycle of multi-tasking and distraction**
- **Difficulty focusing on what matters most** - looking ahead, being strategic, innovating
- **Reduced wellbeing** and increased risk of burnout through lack of work/life balance.
- **Reduced team morale**

Description Summary

# Executive Summary | 3. Change | Recommended Strategic Interventions

We recommend 4 strategic interventions which would require more significant long-term investment



## Agile Coaches

\$200k+ annually

- Properly embedding Agile ways of working and effectively adopting Agile rhythms and routines means **consistent, focused attention on improvement**
- Given team and leadership capacity constraints, there's **currently minimal ability to focus** on further refining ways of working and behaviours
- Dedicated resources to **observe and role model effective adoption of Agile** practices would lead to a significant improvement in adoption of **all 6 target behaviours**



## Gamification Platform

~\$50k annually

- Gamification is a broad term for a **set of interventions underpinned by behavioural science** which are **proven to significantly influence behaviour** in organisational contexts
- **Leaderboards, streaks, badges, and prizes** bring elements of fun and competition that **make the target behaviours salient**
- **Commitment devices, commitment partners, and timely reminders** are simple mechanisms to use social norms, authority bias, and salience to subtly influence behaviour
- While these techniques can be employed manually, effectiveness is **significantly improved by use of a dedicated platform**
- A gamification platform would lead to a significant improvement in adoption of **all 6 target behaviours**



## Microsoft Viva Platform

<\$100 annually per user

- We propose specific measurement approaches for each of the 6 behaviours which **can be deployed manually/standalone**
- However, measurement effectiveness will be increased by using a **centralised platform**
- Additionally, **behaviours 1, 4, and 5** would specifically benefit from better insights into how teams spend their time
- A platform like Microsoft Viva or similar provides **live, real-time data** for individuals and leaders alike on how time is spent, giving **real insight into the effectiveness of collaboration and communication** and enabling **better management of workload** in a virtual/hybrid working environment



## Recognition Budget

\$TBC

- We propose a number of recognition approaches for some of the target behaviours which **rely on praise and other non-monetary incentives**
- These techniques can be very effectively supplemented by the addition of **small monetary incentives and/or prizes**



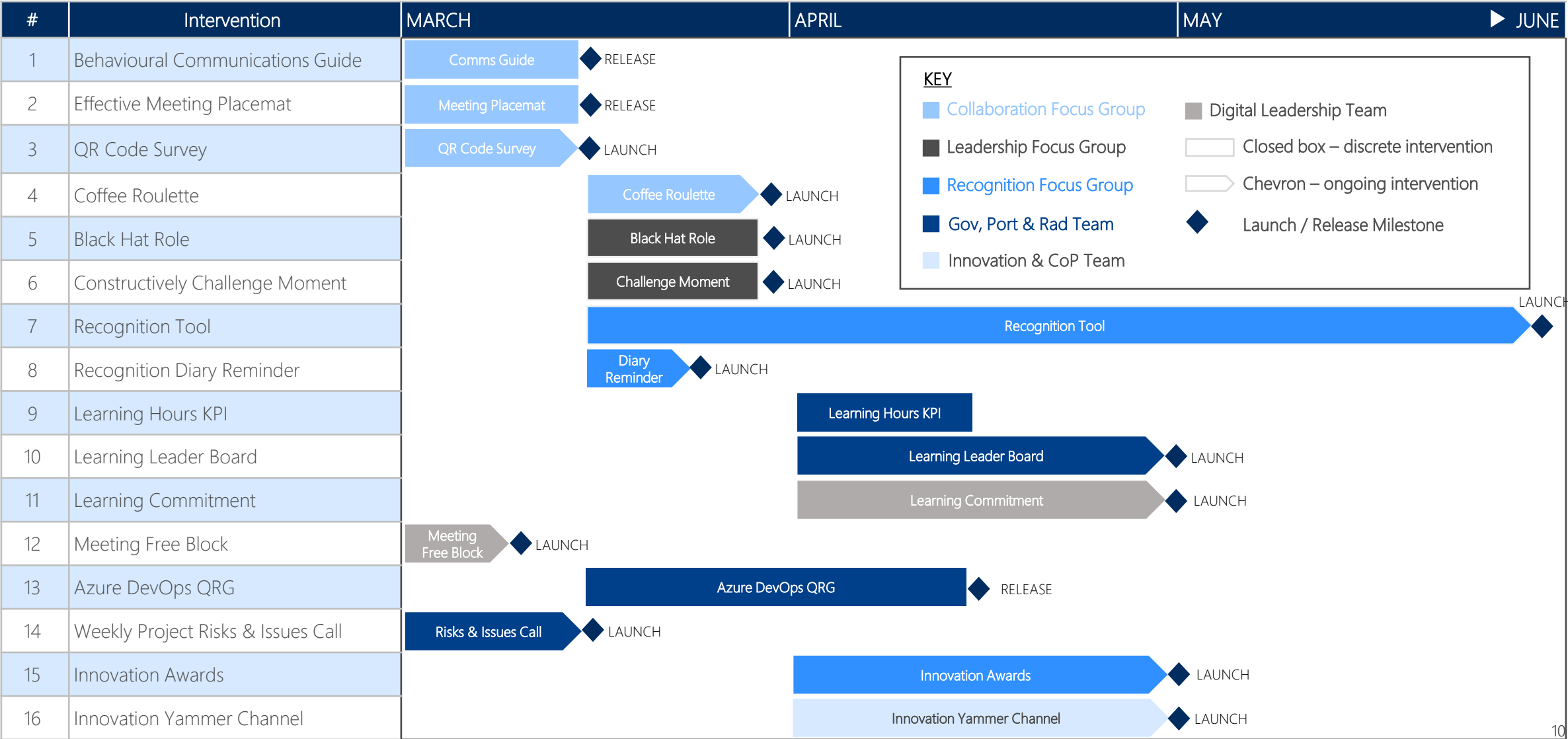
# Executive Summary | 3. Change | Recommended Simple Interventions

We recommend 16 interventions which should be both effective and easy to implement

#	Intervention	Intervention Owner	Description	Behaviours					
				B1 Communica te & Collaborate	B2 Psychologic al Safety	B3 Learn & Apply Learnings	B4 Prioritise & Say No	B5 Proactively Manage	B6 Share Ideas
1	Behavioural Communications Guide	Collaboration Focus Group	A guide to help simplify language, structure and format of documentation	✓					
2	Effective Meeting Placemat	Collaboration Focus Group	A simple one page guide to holding better meetings	✓			✓	✓	
3	QR Code Survey	Collaboration Focus Group	A simple survey accessed by scanning a QR code at the end of each meeting	✓	✓		✓		
4	Coffee Roulette	Collaboration Focus Group	Randomly assign pairs of people from across Digital for an informal catch up	✓					
5	Black Hat Role	Leadership Focus Group	Create an assigned "black hat" individual role in key meetings	✓	✓		✓	✓	
6	Constructively Challenge Moment	Leadership Focus Group	A designated point in a conversation where an individual disagrees or criticises	✓	✓		✓	✓	
7	Recognition Tool	Recognition Focus Group	A technology platform enabling easy sharing of recognition amongst the team		✓				
8	Recognition Diary Reminder	Recognition Focus Group	A weekly calendar reminder for Digital Team to encourage recognition		✓				
9	Learning Hours KPI	Gov, Port & Rad Team	A formal target for the number of learning hours for each individual each year			✓			
10	Learning Leader Board	Gov, Port & Rad Team	A visual dashboard providing visibility of number of knowledge share sessions held			✓			
11	Learning Commitment	Digital Leadership Team	Each Digital Team will make a public commitment to share learnings and knowledge			✓			
12	Meeting Free Block	Leadership Focus Group	An agreed period each week – ideally a day – designated "meeting free" across Digital				✓		
13	Azure DevOps QRG	Gov, Port & Rad Team	A short document with simple guidelines on using Azure DevOps to raise risks & issues					✓	
14	Weekly Project Risks & Issues Call	Gov, Port & Rad Team	A short recurring call for each team, specifically focused on project risks & issues					✓	
15	Innovation Awards	Recognition Focus Group	A simple process to reward innovative ideas and the individuals who suggested them						✓
16	Innovation Yammer Channel	Innovation & CoP Team	A standard, easy process for sharing innovation ideas & success stories in Yammer	✓					✓

# Proposed Intervention Roadmap | For Validation

Below is the proposed sequence of intervention activities to be undertaken over the next 3 months.



# Behavioural Champions

Champions are key enablers in ensuring that the transformation journey of the Digital team is truly successful and sustainable.

## Why?

- To ensure that the **6 Behaviours** are **embedded into the Digital Team**, **Champions** will be assigned for **to each of them**
- **Champions** will take **accountability for the behaviours** and ensure that **focus on implementing the interventions** identified as part of the Behaviours First project is **maintained**

## What are the Champions responsible for?

- Ensuring that the proposed **survey's** are created and scheduled to be sent out
- Ensuring the **measurement approach** is finalised and the mechanism for **tracking** the behaviour is **initiated**
- Work with intervention owners to facilitate the **successful implementation of the interventions** to enable the behaviours

## Who?

Behaviour	Proposed Champion
B01 Communicate & Collaborate	Julianto Mah
B02 Psychological Safety	Annette Pal
B03 Learn & Apply Learnings	Nicholas Tan
B04 Prioritise and Say No	Marcus Ang
B05 Proactively Manage	Yi San Lee
B06 Share Ideas	Marcus Trotter

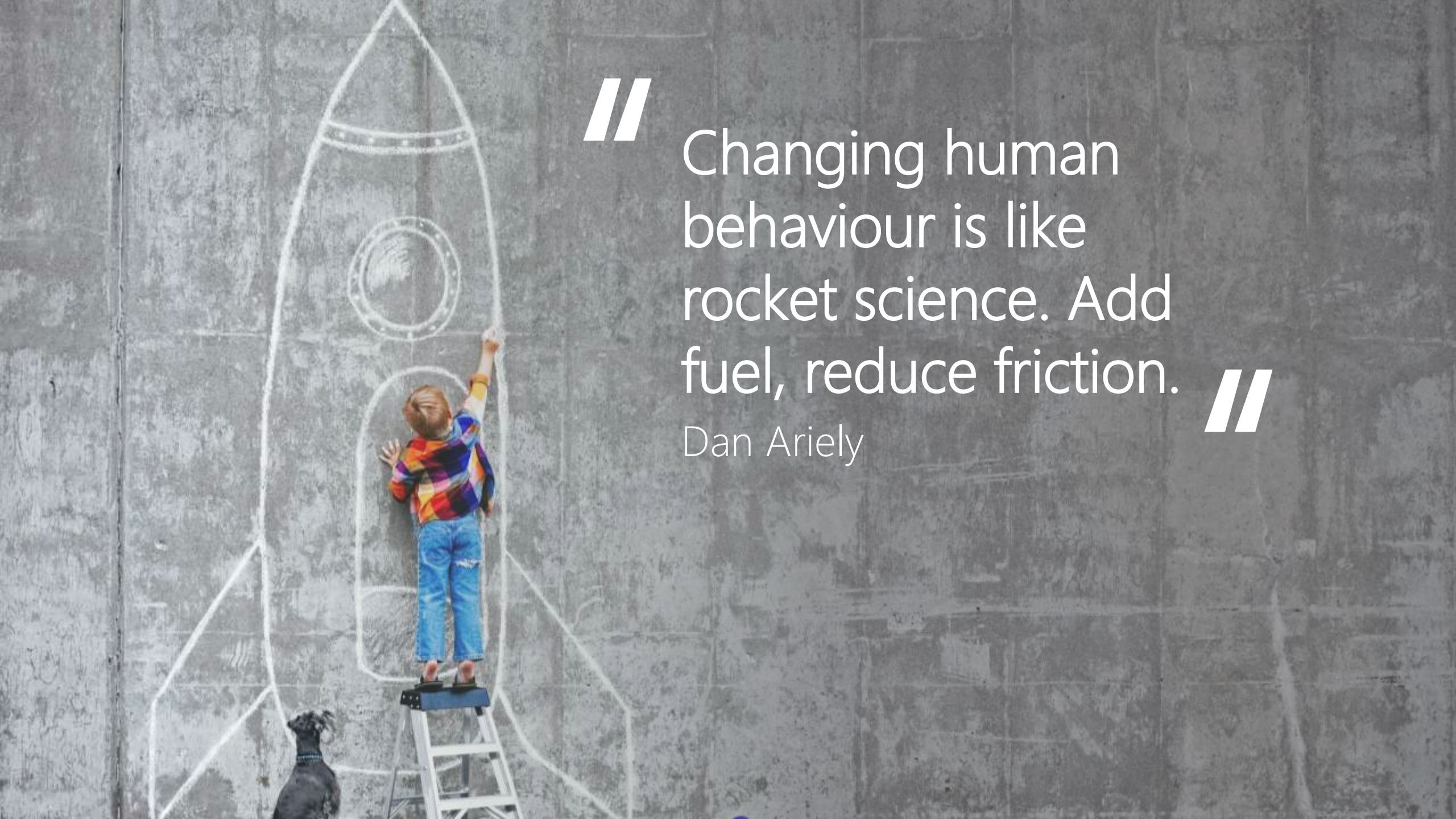
## When?

- Behaviour measurements to be finalised and implemented **Completed within a month.**
- Interventions to be implemented by June 2022, as per the roadmap (displayed on previous slide).

# Interventions & Measurements

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Changing human  
behaviour is like  
rocket science. Add  
fuel, reduce friction.

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Dan Ariely

# 01 Communicate and Collaborate (page 1 of 3)



All Commercial Digital team members **openly, proactively and effectively communicate and collaborate** within and across Digital teams, and with customers and network partners to deliver greater levels of customer satisfaction and better outcomes for the Commercial business.

## BARRIERS RECAP

### Psychological Barriers

- Silo Mentality: Within Commercial Digital this manifests itself as a general acceptance that teams work within silos.
- Lack of Psychological Safety: Reluctance of Digital Team members to initiate conversations within the team or with customers / network partners

### Organisational Barriers

- Strained Relationships with Key Network Partners
- Lack of Prioritisation
- Limited role modelling by leadership
- Project-specific goals are solely prioritised
- Limited training
- Teams have a wide geographic spread

## BEHAVIOURAL INTERVENTIONS

- 1 Behavioural Communications Guide
- 2 Effective Meeting Placemat (inc. Action Log)
- 3 QR Code Survey
- 4 Coffee Roulette
- 5 Black Hat Role
- 6 Constructively Challenge Moment

## MEASUREMENT APPROACH

1. **Monthly Pulse Survey (Survey 01)** – Refer survey 01 slide for the detailed design and structure of the survey
2. **Holistic Communications Analysis – Trend Analysis**
  - No. of visits to the sharepoint sites
  - No. of visits to project folders on sharepoint
  - No. of emails sent by Digital team
  - No. of messages on teams on Digital groups
  - No. of hrs of meetings
  - Attendance to meeting
  - No. of people per meeting
  - No. of unscheduled calls on teams
3. **Track Team Effectiveness – Trend Analysis (Upward is positive)**
  - No. of projects that are handed over within the timeline
  - Operational Performance Parameters used by the Digital Team
1. **Scrum Master Sprint (Survey 02)** – Refer survey 02 slide for the detailed design and structure of the survey



Barriers



# 01 Communicate and Collaborate (page 2 of 3)



All Commercial Digital team members **openly, proactively and effectively communicate and collaborate** within and across Digital teams, and with customers and network partners to deliver greater levels of customer satisfaction and better outcomes for the Commercial business.

## Monthly Pluse (Survey 01)

### Survey Content

Please spend a minute of your time to share your valuable feedback with us

1. Which Digital Team are you working with?
2. On a scale of 1 – 10 how likely are you to speak positively about the teams ability to effectively communicate and collaborate?

### Survey Structure

1. Which Digital Team are you working with?
  - Include drop down list of Digital Teams so the survey recipient can easily identify the team they are working with
2. On a scale of 1 – 10 how likely are you to speak positively about the teams ability to effectively communicate and collaborate?
  - Provide a movable scale from 1 – 10 so that the user can place the cursor on the desired value on the scale

### Frequency

Monthly

### Data Processing

1. Net Promoter Score (NPS)= % Promoters - % Detractors.. NPS above 0 is a considered good and below 0 requires improvement .
2. Promoters = survey scores of 9 - 10 , Passives = survey scores of 7 – 8, Detractors = survey scores of 0 – 6
3. Track the trend of responses for each team. Upward trend in the value of the NPS is positive

### Email Content

Hi,

We, the Digital Team would really appreciate if you could spend 1 min of your time to answer this short survey to help us improve and support you better.

Thank you in advance

Best Regards,

Digital Team

### Email Recipients

Email to be sent to all business representatives in ongoing digital projects

# 01 Communicate and Collaborate (page 3 of 3)



All Commercial Digital team members **openly, proactively and effectively communicate and collaborate** within and across Digital teams, and with customers and network partners to deliver greater levels of customer satisfaction and better outcomes for the Commercial business.

## Scrum Master Sprint (Survey 02)

### Survey Content

Please spend a 1 - 2 minutes of your time to share your valuable feedback with us

1. Which Digital Team are you working with?
2. Did the team conduct a daily scrum meeting last month?
3. Did the team conduct any retrospectives?
4. Did the team participate in the sessions?
5. Do you think the meeting invitees were appropriate?

### Survey Structure

1. Which Digital Team are you working with?
  - Include drop down list of Digital Teams so the survey recipient can easily identify the team they are working with
2. Did the team conduct a daily scrum meeting last month?
3. Did the team conduct any retrospectives?
4. Did the team participate in the sessions?
5. Do you think the meeting invitees were appropriate
  - Yes / No options for the recipient to choose from

### Frequency

Once in 2 weeks

### Data Processing

1. Track the trend of responses for each team for each question
2. Upward trend in the "Yes" responses is positive

### Email Content

Hi,

Please help the Digital Team on their transformation journey by spending 1 -2 mins of your time to answer this short scrum master sprint. Your responses are critical to the success of the transformation

Thank you in advance

Best Regards,

Digital Leadership Team

### Email Recipients

Email to be sent to all Scrum Masters within Digital with ongoing projects



# 02 Psychological Safety (page 1 of 2)



All Commercial Digital team members respectfully and openly **provide real-time, constructive feedback to each other, proactively following-through on actioning feedback, recognise accomplishments of team members, and celebrate team successes and learnings from failures** resulting in higher levels of experimentation, innovation and team morale.

## BARRIERS RECAP

### Psychological Barriers

- Silo Mentality: Within Commercial Digital this manifests as an acceptance that teams work within silos
- Lack of Psychological Safety: Lack of trust to openly express feedback across teams
- Authority Bias: Hierarchical culture within Digital and broader RT magnifies this bias
- Cross cultural Differences: As a global organisation, there are varying appetites for recognition by leadership
- Availability Heuristic: Providing feedback outside of project teams is simply not front of mind

### Organisational Barriers

- Providing feedback is not incentivised
- Lack of relationships outside teams
- Lack of emphasis on feedback from leadership
- Lack of a mechanism to provide 360 feedback



Barriers

## BEHAVIOURAL INTERVENTIONS

- 3 QR Code Survey
- 5 Black Hat Role
- 6 Constructively Challenge Moment
- 7 Recognition Tool
- 8 Recognition Diary Reminder

## MEASUREMENT APPROACH

1. **Quarterly Pulse Survey (Survey 03)** – Refer survey 03slide for the detailed design and structure of the survey
2. **Track Celebration of Success – Trend Analysis (Upward is positive)**
  - Track the no. of people / teams that nominate colleagues for SPOT awards / other similar schemes
3. **Track Survey Participation – Trend Analysis (Upward is positive)**
  - Track the participation in the monthly, quarterly pulse survey
  - Track the participation in the scrum master survey

## 02 Psychological Safety (page 2 of 2)



All Commercial Digital team members respectfully and openly **provide real-time, constructive feedback to each other, proactively following-through on actioning feedback, recognise accomplishments of team members, and celebrate team successes and learnings from failures** resulting in higher levels of experimentation, innovation and team morale.

### Quarterly Pluse Survey (Survey 03)

#### Survey Content

Please rate the extent to which you agree or disagree with the following statements

1. If you make a mistake in my team, it is never held against you.
2. It is safe to take a risk in my team.
3. It is easy to ask other members of my team for help.
4. No one in my team would deliberately act in a way that undermines my efforts
5. I feel safe to call out inappropriate behaviour.
6. My team is comfortable speaking up with ideas for new projects or changes in procedures
7. My team is comfortable sharing opinions even if they are not 100 percent sure
8. I feel comfortable challenging ideas suggested by leaders.

#### Survey Structure

Provide the following 5 options for each of the 8 questions so that the recipient can rate their agreeability to the statements

- Strongly Disagree
- Disagree
- Neither Agree or Disagree
- Agree
- Strongly Agree

#### Frequency

Once in 3 months

#### Data Processing

1. Track the trend of responses for each question
2. Upward trend in the "Agree" and "Strongly Agree" responses is positive

#### Email Content

Hi,

Please spend 2 mins of your time to answer this short survey so we can understand and improve the working environment in the Digital Team. Your responses are critical to us working well as a team.

Thank you in advance

Best Regards,

Peggy Mah

#### Email Recipients

Email to be sent to all Digital team members

# 03 Learn & Apply Learnings (page 1 of 1)



All Commercial Digital team members proactively **pursue opportunities to continuously learn**, generously **share knowledge and learnings** within and across Commercial Digital and the broader Commercial business, and **progressively apply their attained experience and knowledge** to contribute towards Commercial Digital realising their strategic objectives, and to improve the maturity of the team and digital capabilities across Commercial.

## BARRIERS RECAP

### Psychological Barriers

- Lack of Extrinsic Motivation: Unclear on the benefits of training as not incentivised
- Availability Heuristic: Sharing attained experience and knowledge outside of project teams is not front of mind
- Costly Signalling: Learning resources available are primarily on-demand e-learnings that not considered to be very useful

### Organisational Barriers

- Lack of incentive to share knowledge
- Lack clear performance targets around learning
- Learning and knowledge sharing is not prioritised
- Limited role modelling by leadership
- Lack of relationships formed outside of project teams

## BEHAVIOURAL INTERVENTIONS

- 9 Learning Hours KPI
- 10 Learning Leader Board
- 11 Learning Commitment

## MEASUREMENT APPROACH

1. **Track Learning** – *Trend Analysis (Upward is positive)*
  - No. of hours of learning completed by each individual
2. **Track Knowledge Sharing** – *Trend Analysis (Upward is positive)*
  - No. of sharing sessions conducted within a team
  - No. of sharing cross-team sharing sessions conducted
  - Percentage of invitees that attend the knowledge sharing sessions
3. **Prioritised Capability Assessment Activities** – *Trend Analysis (Upward is positive)*
  - No. of trainings completed that focus on building prioritised skills
  - Assess prioritised capabilities in performance reviews



Barriers

# 04 Prioritise & Say No (page 1 of 1)



All Commercial Digital team members undertake a disciplined approach to **accept and prioritise work, and say 'no' to taking on additional work** (when appropriate) to empower their wellbeing and ensure efforts are focused on the most impactful activities.

## BARRIERS RECAP

### Psychological Barriers

- Authority Bias: Digital team members do not feel empowered manage their own time and believe they will receive pushback from leadership
- Lack of Psychological Safety: Digital team find it difficult to push back on customer, leadership and team requests
- Social Norms: Team members feel it is expected to work additional hours to get work done, opposed to pushing back on accepting additional work.

### Organisational Barriers

- Relationships limit ability to pushback work
- Lack of alignment between leadership accepting work and teams that execute
- Lack of flexibility to manage time
- Misaligned reward schemes that recognise team members for going "above and beyond"



Barriers

## BEHAVIOURAL INTERVENTIONS

- 2 Effective Meeting Placemat
- 3 QR Code Survey
- 5 Black Hat Role
- 6 Constructively Challenge Moment
- 12 Meeting Free Block

## MEASUREMENT APPROACH

### 1. Alignment to Strategic Values

- The alignment of each business case to Rio Tinto's strategic values

*Alignment of the business cases is grouped into three categories by the PMO team:*

*High, Medium, Low*

### 2. Measure project prioritization – *Tend Analysis*

- Percentage of per business cases accepted
- Percentages of risks that are based on resourcing concerns

### 3. Measure Well-Being – *Tend Analysis (Downward is positive)*

- Average no. of hours in meetings per individual
- Average no. of mins / hrs in unscheduled calls via teams per individual

### 4. Measure Acceptance of Agile Working – *Trend Analysis (Upward is positive)*

- Adoption of Azure DevOps to support agile ways of working and task completion each sprint



# 05 Proactively Manage (page 1 of 1)



All Commercial Digital team members undertake a disciplined approach to **accept and prioritise work, and say 'no' to taking on additional work** (when appropriate) to empower their wellbeing and ensure efforts are focused on the most impactful activities.

## BARRIERS RECAP

### Psychological Barriers

- Capability: Limited capability to identify risks and issues and explore suitable treatment
- Affect Heuristic: Reluctance of Digital team members to raise risks and issues due to a fear of being singled out
- Optimism Bias: Reluctance to share risks with leaders and the business, only sharing issues once they have arisen.

### Organisational Barriers

- Low awareness of tools to report risks
- Time consuming and manual reporting processes
- Leadership views are not representative of reality
- Lack of prioritisation for timely and high quality reporting
- Lack of cooperation between the Portfolio, RAD and Governance Team and other Digital teams



Barriers

## BEHAVIOURAL INTERVENTIONS

- 2 Effective Meeting Placemat
- 3 QR Code Survey
- 5 Black Hat Role
- 6 Constructively Challenge Moment
- 13 Azure DevOps QRG
- 14 Weekly Project Risks & Issues Call

## MEASUREMENT APPROACH

1. **Assess ability to proactively manage risk – Trend Analysis (Upward is positive)**
  - Measure the no. of projects completed on time
2. **Track data in risk register -Trend Analysis**
  - Percentage of projects with status as potentially delayed
  - Percentage of projects with status as delayed
  - Percentage of risks / issues raised with impact on quality
  - Percentage of risks / issues raised with impact on budget
  - Percentage of risks / issues raised with impact on deadline
  - Percentage of risks / issues that exceed the target deadline
3. **Measure Acceptance of Agile Working – Trend Analysis (Upward is positive)**
  - Adoption of Azure DevOps to support escalation of risks to Scrum Master and / or Product Owner

# 06 Share Ideas (page 1 of 1)



All Commercial Digital team members **suggest, trial and challenge new ideas, and welcome pivots to their approach** when there is a benefit associated with doing so, leading to greater levels of innovation and more efficient use of resources.

## BARRIERS RECAP

### Psychological Barriers

- Psychological Safety: Digital teams and individuals share a fear of failure
- Status Quo Bias: Suggesting and challenging new ideas is not commonly performed or encouraged
- Silo Mentality: Within Commercial Digital there is an acceptance that teams work within silos
- Availability Heuristic: Suggesting, trialling and challenging new ideas is not front of mind

### Organisational Barriers

- Lack of incentive to take risks for innovation
- Insufficient innovation success stories
- Lack of initiative from external resources to innovate
- Lack of non-transactional relationships
- Absence of mechanisms to track innovation



Barriers

## BEHAVIOURAL INTERVENTIONS

- 15 Innovation Awards
- 16 Innovation Yammer Channel

## MEASUREMENT APPROACH

1. **Retro sessions** - *Trend Analysis (Upward is positive)*
  - Track participation in the sessions
  - Track attendance at the sessions
2. **Measure generation of new ideas** - *Trend Analysis (Upward is positive)*
  - Percentage of new ideas accepted
  - No. of new ideas proposed by each team
3. **Measure pivots in initiatives** - *Trend Analysis*
  - No. of approved deprioritised
  - No. of approved projects dropped
  - Percentage of business cases that improve existing processes

# Behaviour Tracking Metrics & Measures

All the proposed metrics need to be evaluated for feasibility, the metrics for which the data is available needs to be identified and the methodology for monthly retrieval of the data as well as tracking of the trends needs to be implemented.

01 Communicate and Collaborate	02 Psychological Safety	03 Learn & Apply Learnings	04 Prioritise & Say No	05 Proactively Manage	06 Share Ideas	Next Steps
<b>2. Holistic Communications Analysis</b> <ul style="list-style-type: none"> <li>➤ No. of visits to the sharepoint sites</li> <li>➤ No. of visits to project folders on sharepoint</li> <li>➤ No. of emails sent by Digital team</li> <li>➤ No. of messages on teams on Digital groups</li> <li>➤ No. of hrs of meetings</li> <li>➤ Attendance to meeting</li> <li>➤ No. of people per meeting</li> <li>➤ No. of unscheduled calls on teams</li> </ul> <b>3. Track Team Effectiveness –</b> <ul style="list-style-type: none"> <li>➤ No. of projects that are handed over within the timeline</li> <li>➤ Operational Performance Parameters used by the Digital Team</li> </ul>	<b>1. Track Celebration of Success</b> <ul style="list-style-type: none"> <li>➤ Track the no. of people / teams that nominate colleagues for SPOT awards / other similar schemes</li> </ul> <b>2. Track Survey Participation \</b> <ul style="list-style-type: none"> <li>➤ Track the participation in the monthly, quarterly pulse survey</li> <li>➤ Track the participation in the scrum master survey</li> </ul>	<b>1. Track Learning</b> <ul style="list-style-type: none"> <li>➤ No. of hours of learning completed by each individual</li> </ul> <b>2. Track Knowledge Sharing</b> <ul style="list-style-type: none"> <li>➤ No. of sharing sessions conducted within a team</li> <li>➤ No. of sharing cross-team sharing sessions conducted</li> <li>➤ Percentage of invitees that attend the knowledge sharing sessions</li> </ul> <b>3. Prioritised Capability Assessment Activities</b> <ul style="list-style-type: none"> <li>➤ No. of trainings completed that focus on building prioritised skills</li> <li>➤ Assess prioritised capabilities in performance reviews</li> </ul>	<b>1. Alignment to Strategic Values</b> <ul style="list-style-type: none"> <li>➤ The alignment of each business case to Rio Tinto's strategic values</li> </ul> <i>Categorised by PMO team as: High, Medium, Low</i> <b>2. Measure project prioritization</b> <ul style="list-style-type: none"> <li>➤ Percentage of per business cases accepted</li> <li>➤ Percentages of risks that are based on resourcing concerns</li> </ul> <b>2. Measure Well-Being</b> <ul style="list-style-type: none"> <li>➤ Average no. of hours in meetings per individual</li> <li>➤ Average no. of mins / hrs in unscheduled calls via teams per individual</li> </ul> <b>2. Measure Acceptance of Agile Working</b> <ul style="list-style-type: none"> <li>➤ Adoption of Azure DevOps to support agile ways of working and task completion each sprint</li> </ul>	<b>1. Assess ability to proactively manage risk</b> <ul style="list-style-type: none"> <li>➤ Measure the no. of projects completed on time</li> </ul> <b>2. Track data in risk register</b> <ul style="list-style-type: none"> <li>➤ Percentage of projects with status as potentially delayed</li> <li>➤ Percentage of projects with status as delayed</li> <li>➤ Percentage of risks / issues raised with impact on quality</li> <li>➤ Percentage of risks / issues raised with impact on budget</li> <li>➤ Percentage of risks / issues raised with impact on deadline</li> <li>➤ Percentage of risks / issues that exceed the target deadline</li> </ul> <b>3. Measure Acceptance of Agile Working</b> <ul style="list-style-type: none"> <li>➤ Adoption of Azure DevOps to support escalation of risks to Scrum Master and / or Product Owner</li> </ul>	<b>1. Retro sessions</b> <ul style="list-style-type: none"> <li>➤ Track participation in the sessions</li> <li>➤ Track attendance at the sessions</li> </ul> <b>2. Measure generation of new ideas</b> <ul style="list-style-type: none"> <li>➤ Percentage of new ideas accepted</li> <li>➤ No. of new ideas proposed by each team</li> </ul> <b>3. Measure pivots in initiatives</b> <ul style="list-style-type: none"> <li>➤ No. of approved deprioritised</li> <li>➤ No. of approved projects dropped</li> <li>➤ Percentage of business cases that improve existing processes</li> </ul>	<ol style="list-style-type: none"> <li>Each champion to finalise which of the proposed metrics will be tracked based on availability and feasibility of extracting data</li> <li>Develop methodology to obtain monthly updates of the data from relevant parties for tracking</li> <li>Assign responsibilities for obtaining the data and monthly deadline to its receipt</li> <li>Set a recurring 30 min session with the Digital Leadership team to track and discuss the data that is obtained</li> </ol>

RioTinto

# Detailed Interventions

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# Detailed Interventions | How to Read the Intervention Slides

There's one slide for each intervention that outlines the 'What,' 'Why,' 'How,' 'Supporting Collateral' and Behavioural Science Principles that underpin each intervention.

Overview of 'What' the intervention actually is.

Overview of 'Why' the intervention has been prioritised including which barriers are being addressed

Overview of the behavioural science principles that underpin the intervention – acknowledging both the value of the intervention itself and the 'barrier' being addressed.

Target Behaviours this intervention will help enable (highlighted in blue)

Detailed steps as to 'How' the intervention can be brought to life and operationalised.

The slide titled "Intervention #5 | Black Hat Role" is divided into several sections. At the top right, there are five icons labeled B1 through B5, each with a corresponding behavior description. The main content is organized into three columns. The first column, titled "Intervention Approach", contains two sub-sections: "What?" and "How?". The "What?" section lists two bullet points: "Create an assigned 'black hat' individual role in key meetings and decision-making forums." and "The designated individual(s) are required to provide constructive criticism (not praise or support) of the ideas being discussed." The "How?" section lists two bullet points: "Digital Leaders to communicate the 'Black Hat' initiative to all team members, including brief description of role and purpose" and "Meeting organisers to assess whether 'Black Hat' role is required in each meeting and designate an individual and communicate that role at the start of the meeting". The second column, titled "Why?", lists three bullet points: "Assigning a designated role liberates the individual from perceived social pressure or authority bias that might make them reluctant to speak up.", "If they don't criticise, they are not fulfilling their role.", and "Over time, as this occurs in more meetings and more people get to play the role and to see it in action, the sharing of conflicting views becomes normalised, which should increase comfort levels with constructively challenging." The third column, titled "Underlying Behavioural Science Principles", features a lightbulb icon and two bullet points: "Perceived self-identity is a powerful influence of behaviour and individuals often behave very differently depending on the social identity they've adopted in a particular context. Adopting a 'black hat' identity in a meeting should liberate individuals to say things they might not otherwise feel comfortable to say." and "Over time a social norm should develop that a 'black hat' role is a normal part of meetings." At the bottom right, there is a section titled "Supporting Collateral" with two bullet points: "Draft 'Black Hat' & 'Constructively Challenge' communication" and "Effective Meeting Placemat".

Intervention #5 | Black Hat Role

Intervention Approach

What?

- Create an assigned "black hat" individual role in key meetings and decision-making forums.
- The designated individual(s) are required to provide constructive criticism (not praise or support) of the ideas being discussed.

Why?

- Assigning a designated role liberates the individual from perceived social pressure or authority bias that might make them reluctant to speak up.
- If they don't criticise, they are not fulfilling their role.
- Over time, as this occurs in more meetings and more people get to play the role and to see it in action, the sharing of conflicting views becomes normalised, which should increase comfort levels with constructively challenging.

How?

- Digital Leaders to communicate the "Black Hat" initiative to all team members, including brief description of role and purpose
- Meeting organisers to assess whether "Black Hat" role is required in each meeting and designate an individual and communicate that role at the start of the meeting

Underlying Behavioural Science Principles

- Perceived self-identity is a powerful influence of behaviour and individuals often behave very differently depending on the social identity they've adopted in a particular context. Adopting a "black hat" identity in a meeting should liberate individuals to say things they might not otherwise feel comfortable to say.
- Over time a social norm should develop that a "black hat" role is a normal part of meetings.

Supporting Collateral

- Draft "Black Hat" & "Constructively Challenge" communication
- Effective Meeting Placemat

A list of supporting artefacts we'll provide to enable successful implementation of the intervention.



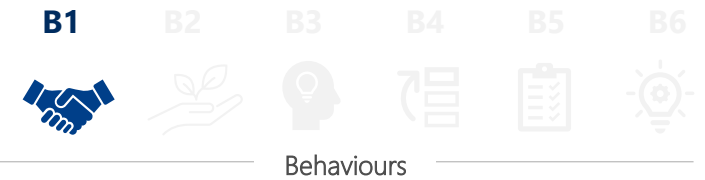
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The single  
biggest  
problem in  
communication  
is the illusion  
that it has taken  
place

//

George Bernard Shaw

# Intervention #1 | Behavioural Communications Guide



## Intervention Approach

### What?

- A guide to help simplify language, structure and format of documentation and how the team communicates (including channels) – both internally and externally.
- The Guide provides **simple, practical tips** for applying best practice **behavioural science principles** to communications.

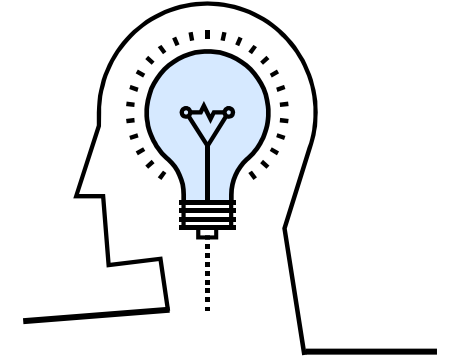
### Why?

- Understanding areas of inconsistency and confusion will **support opportunities to better enhance the Digital Team as well as key stakeholders / collaborators experience.**
- Using simple, clear and consistent language will **support greater cut through of messaging** and will provide a better sense of clarity and visibility in the process (which was identified as a barrier during the Understand phase).

### How?

1. Use the **Behaviour First Communications Guide** and associated **'EAST' principles** to review: emails, documents, presentations, forms, user guides, posters, videos, verbal messages and more.
2. **Behaviour First Communications Guide** to be used as a basis for **proactive communication and collaboration** within the team and with external stakeholders to **value and impact is maximised**

## Underlying Behavioural Science Principles



- **Easy.** Making a message easier to understand increases the likelihood of recall and adoption.
- **Attractive.** Human brains are programmed to identify and focus on difference – making something attractive or unusual makes it more noticeable.
- **Social.** Humans are profoundly influenced by social norms, authority bias, and the messenger effect.
- **Timely.** When a message is shared is as important as what the message is and who delivers it.



## Supporting Collateral

- Behavioural Communications Guide

# Intervention #1 | Behavioural Communications Guide

[Link](#)

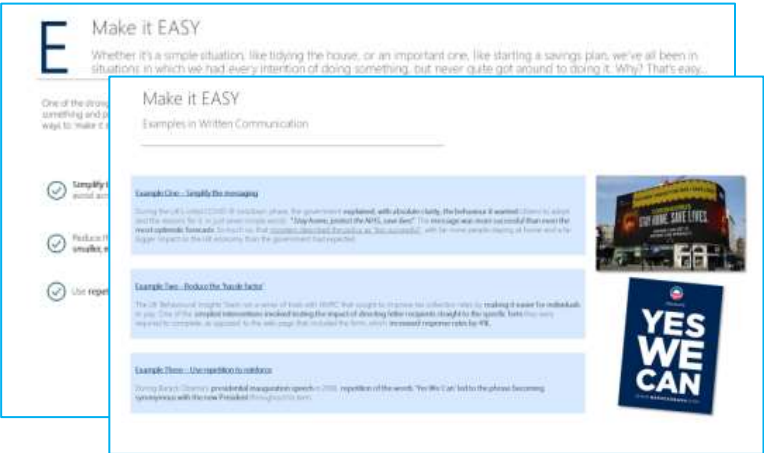
A simple guide to effective communication that is based in behavioural science and provide examples for the users to follow

What Does It Contain ?

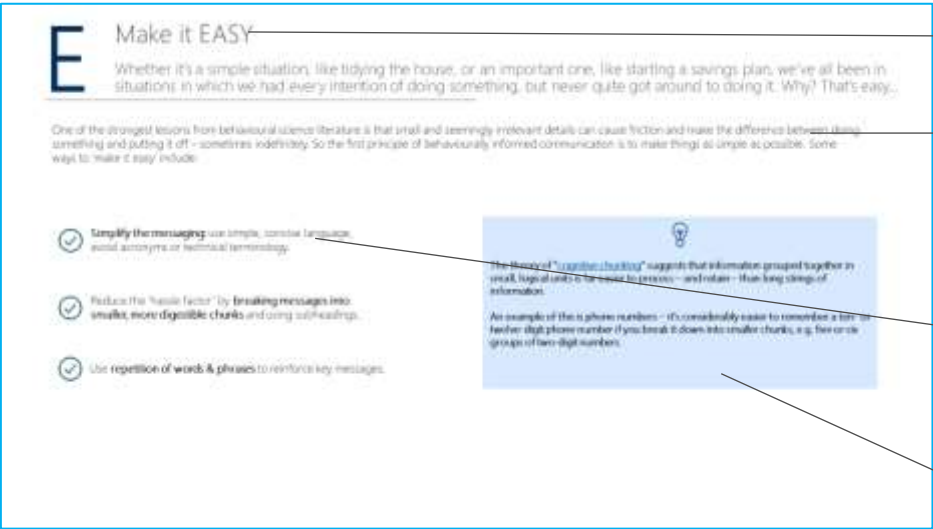
- 1. Introduction of EAST mnemonic and brief explanation of the principles



- 2. Detailed slide explaining each principle and a slide with examples



How To Read It ?



Name of technique

Description of each techniques

Methods to implement the technique

Behaviour Science Principles



Examples of using the techniques in communications



# Intervention #2 | Effective Meeting Placemat



## Intervention Approach

### What?

- A simple one page guide to holding better meetings will equip everyone with the basic steps to follow to make meetings shorter and more impactful
- Changing the default meeting length in Outlook will create a norm of shorter meetings with a buffer between meetings to reduce participant burnout

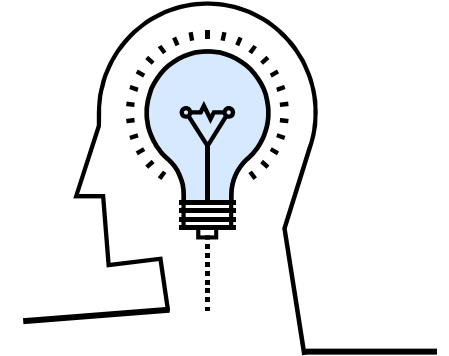
### Why?

- Ensuring that meetings are outcome-focussed respects attendees' time and makes meetings more useful
- Detailed meeting invites sent to the appropriate participants will maximise participation and impact
- Methodical follow-up and closure of actions and decisions from meetings increases efficiency, minimises wasted time, and encourages accountability

### How?

- The placemat outlines key steps for determining:
  - *if* a meeting is necessary (versus a Teams/Yammer post, an email, a phone call etc)
  - *what* the desired outcomes of the meeting are
  - *who* really needs to attend to achieve those outcomes
  - *what* pre-work/preparation is required to make the meeting effective

## Underlying Behavioural Science Principles



- Providing a really simple step-by-step guide makes it easy for everyone to hold effective meetings
- The placemat is designed to be attractive and salient and remain front-of-mind
- Reducing the standard meeting length in Outlook will change the default, which makes use of humans' common bias toward the status quo



## Supporting Collateral

- ☐ Effective Meeting Placemat
- ☐ Template email for sharing the Placemat
- ☐ Step-by-step instructions to change default meeting length in Outlook

# Intervention #2 | Effective Meeting Placemat

We all spend a huge amount of time in meetings – ineffective meetings waste money!

A culture of accountability and action starts with effective meetings.

## BEFORE



- Ask the following key questions before you setup a meeting:
  - What is the **objective** of the meeting?
  - Is a meeting *really* **necessary**?
  - Who *really* needs to **attend**?
  - What's the **minimum time** required to achieve the meeting objective? (it doesn't have to be the default 30 or 60 mins)
  - What is the most **appropriate format** (call, meeting, stand-up etc)?



- If a meeting *is* appropriate, arrange all the necessary logistics well ahead of time:
  - **Room** booking
  - Teams/**Video Conference** details
  - **Physical space** (tables, chairs, screens etc)



- Ensure everyone understands the **objective** and the **structure** well before the meeting:
  - Send a clear **Agenda**, including objectives
  - Send any **pre-read materials**

## DURING



- Start the meeting on time!

- Be there *before* it's due to start



- Reconfirm everyone's understanding:

- Re-state the **objective** and the **agenda**
- Do you have the **right people** in the room?
- Has everyone received/**read the pre-read**?
- Who is taking **Minutes/Actions**?



- Keep the meeting on track:

- Request **presence** (in person/video on)
- Focus on the objective – **no side tracking**
- Stick to the **Agenda** – topics & timings
- Proactively ensure **everyone contributes**
- Regularly **check-in** with those on phone/VC



- Strong conclusion:

- Clearly **re-state** agreed Decisions or Actions
- **Agree owners** & target dates for Actions
- End 5 minutes early

## AFTER



- Send Minutes/Actions as soon as possible:

- Minutes don't need to be exhaustive – **Decisions & Actions** are usually sufficient
- Actions must have **owners** & **target dates**



- Follow-up and accountability are key:

- Don't just send Actions via email – **log them** somewhere visible to everyone (i.e. MS Teams Planner)
- Track Actions **to completion** – hold people accountable to do what they said they'd do



- Share the outcomes of the meeting with broader stakeholders:

- If Decisions were made, or Actions assigned which **impact non-attendees**, let them know!

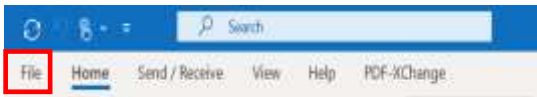


## Intervention #2 | Effective Meeting Placemat

Microsoft Outlook settings dictate all meetings are in 30 minute increments – so we all have 30 or 60 minute calls. This is absurd!

Changing the default, even reducing by just 5 minutes to 25 minute increments reduces the back-to-back “Zoom fatigue”

1. Select File in the Microsoft Outlook window



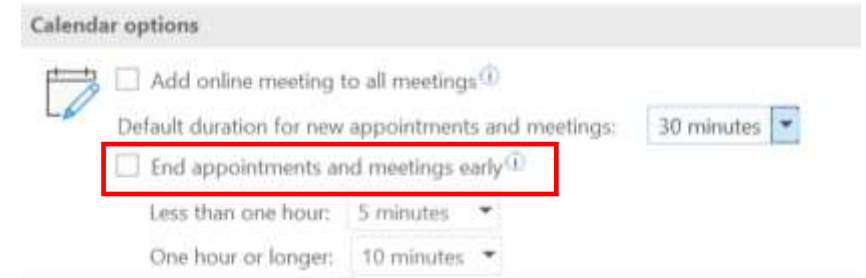
2. Select Option in the File Menu



3. Select Calendar in the Option Menu



4. Select “End appointments and meeting early” checkbox to reduce the default length of meetings in Microsoft outlook



# Intervention #3 | QR Code Survey

## Intervention Approach

### What?

- A simple survey accessed by scanning a QR code at the end of each meeting to capture real time feedback from the participants on the effectiveness and value of the session

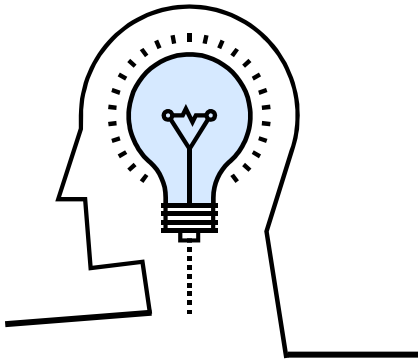
### Why?

- Capturing even basic feedback at the end of each meeting will ensure meeting organisers and attendees remain focused on the principles of effective meetings outlined in the placemat
- Survey data will enable tracking of meeting effectiveness between teams and over time

### How?

- Survey QR code will be made available at the end of each session and the survey will take <1 min to complete
- Survey will be used by attendees to identify the meeting organiser and quickly rate the effectiveness of the session
- Real-time results will be captured and shared with the meeting organiser as soon as the session is completed to create awareness and promote continuous improvement

### Underlying Behavioural Science Principles



- Ending each meeting with a QR code survey acts as a timely reminder that reinforces the salience of running effective meetings and keeps it front-of-mind



### Supporting Collateral

- (QR Code) Survey Questions

# Intervention #3 | QR Code Survey

A feedback mechanism via QR code or an online link to be made available to all participants in a meeting to provide feedback on the quality of the invite and the meeting

## Survey Content

Hi,

Thank you for participating in the meeting !

Please spend one minute of your time to share your valuable feedback with us

1. Were the meeting attendees appropriate ?
2. Was the meeting effective and outcomes focussed?

## Survey Structure

1. Were the meeting attendees appropriate ?
  - Yes / No options to be provided for the attendee to express their opinion on the appropriateness of the attendees
2. Was the meeting effective and outcomes focussed?
  - Yes / No options to be provided for the attendee to express their opinion on the quality of meeting

## Data Processing

1. Data from the survey questions to be emailed to the meeting organiser
  - The number of yes and no responses for each of the questions to be mailed to the organiser as bar graphs
2. Consolidated data from the survey questions to be emailed to be reviewed by the Digital Leadership Monthly
  - The number of yes and no response for all meetings to be shared as bar graphs to the :Leadership

## Survey Communications

1. The QR Code to be displayed at the end of each meeting for the attendees to scan with the words "Please scan to share your thoughts"
2. When the QR Code is scanned the mentee survey should open with the survey content

# Intervention #4 | Coffee Roulette

## Intervention Approach

### What?

- Randomly assign pairs of people from across Digital for an informal catch up
- Can be “virtual coffees” as well as “real life” coffees, depending on current pandemic status.

### Why?

- Coming together in this way provides an **opportunity to build informal relationships, a sense of empathy and understanding** between credit and distribution by building relationships outside the transactional environment of a loan application.
- It **addresses the ‘us vs. them’ dynamic** that was observed in the Understand phase and will support ongoing collaboration within the Tribe.

### How?

1. Digital leaders send **launch communications** announcing the initiative.
2. Support the initiative with a **set of key questions/topics** that guide participants and support connection and empathy.
3. Each month, randomly pair employees in a spreadsheet and send a reminder email to all staff, with the **updated list of pairs in a table in the body of the email**.

B1



B2



B3



B4



B5

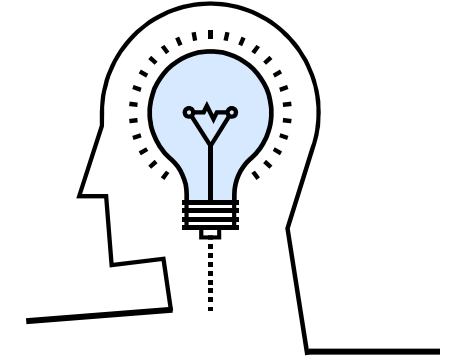


B6



Behaviours

## Underlying Behavioural Science Principles



- Coffee roulette challenges the **in-group bias** identified as a barrier in the Understand phase workshops by developing new relationships across teams.



## Supporting Collateral

- ☐ Coffee Roulette Launch Communication
- ☐ Random Pairing Spreadsheet

## Intervention #4 | Coffee Roulette

A monthly reminder to the Digital Team to have an informal catch up with colleagues, understand their roles and develop and appreciation of the impact your role has on theirs

To: All members of Digital Team

Subject: Get excited! Coffee Roulette is here!

The RioTinto logo, featuring the word "RioTinto" in white text on a red rectangular background.

### Connect and Stay Connected via Coffee Roulette!

Take 15 – 30 mins once a month to connect with a colleague and get to know them better!

Hi Team,

#### Who is the initiative?

- A 15 - 30 minute 1:1 informal coffee roulette catch up between any / all members of the Digital Team

#### Why are we introducing the initiative?

- Coming together provides each of us with the opportunity to build informal relationships, a sense of empathy and an understanding of the different roles that exist
- It will also enable us to understand how our role impacts others

#### What is the ask of you?

- Each of you will be assigned a monthly “coffee buddy”
- You will then be asked to schedule a 15- 30 min 1 catch up to get to know each other better, understand each other’s role, preferred ways of working and share a ‘fun fact’ about yourself

The matching process is random and you will be informed of your buddy towards the middle of each month. If you have any questions, please reach out to xxx.

I look forward to sharing my own and hearing from each of you about your experience.

Thanks,  
xxxx


# Intervention #4 | Coffee Roulette


A template for informal catch up with colleagues to develop deeper relationships across the Digital Team


RioTinto


Coffee Roulette!


Hi I'm xxx!

Coffee Order  
xxx

Where I work...  
xxx

What I do everyday  
xxx

Things I enjoy about my job  
xxx

Pain points in my job  
xxx

A fun fact about me...  
xxx

## Other topics to consider:

- Can you understand your buddy's role in more detail?
  - What are their key responsibilities?
  - What are their pain points?
  - What do they enjoy about their role?
  - What do they wish they were able to do more of?
- What do they enjoy doing outside of work?
  - How do they unwind after a long day?
  - What is a skill/hobby that they have
- What is the best piece of advice they've ever been given?

## Tips for engaging conversation:

- Listen – actively
- Paraphrase – to demonstrate understanding
- Question – use 'open questions' to facilitate conversation flow (what, why, how, describe...)



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Psychological safety isn't about being nice. It's about giving candid feedback, openly admitting mistakes, and learning from each other.

Amy Edmondson

//



# Intervention #5 | Black Hat Role



## Intervention Approach

### What?

- Create an **assigned “black hat” individual** role in key meetings and decision-making forums.
- The designated individual(s) are required to provide **constructive criticism (not praise or support)** of the ideas being discussed.

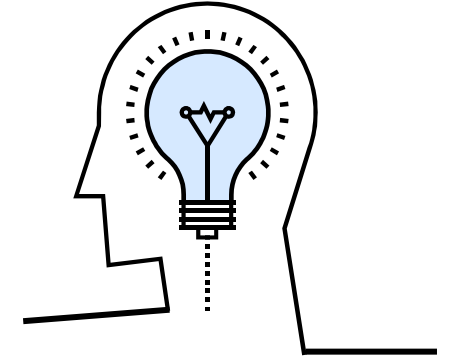
### Why?

- Assigning a designated role **liberates the individual from perceived social pressure** or authority bias that might make them reluctant to speak up.
- If they don’t criticise, **they are not fulfilling their role.**
- Over time, as this occurs in more meetings and more people get to play the role and to see it in action, the **sharing of conflicting views becomes normalised**, which should increase comfort levels with constructively challenging.

### How?

- Digital Leaders to **communicate the “Black Hat” initiative** to all team members, including brief description of role and purpose
- Meeting organisers to assess whether “Black Hat” role is required in each meeting and **designate an individual and communicate that role** at the start of the meeting

## Underlying Behavioural Science Principles



- **Perceived self-identity** is a powerful influence of behaviour and individuals often **behave very differently depending on the social identity** they’ve adopted in a particular context. Adopting a “black hat” identity in a meeting should **liberate individuals to say things they might not otherwise feel comfortable to say.**
- Over time a **social norm should develop** that a “black hat” role is a normal part of meetings



## Supporting Collateral

- ☐ Draft “Black Hat” & “Constructively Challenge” communication
- ☐ Effective Meeting Placemat

# Intervention #6 | Constructively Challenge Moment



## Intervention Approach

### What?

- A “Constructively Challenge” moment is **a point in a conversation or meeting** where an individual says something which **might be critical or disagree** with another person
- By **prefacing with the phrase** “I’m going to constructively challenge that” (or similar), the speaker signals to the other person that they’re **disagreeing with positive intent** and respect and not attacking the individual

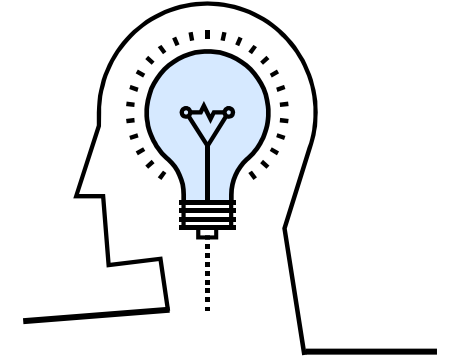
### Why?

- Specifically calling out “constructive challenge” makes clear **it’s an idea or a decision that’s being challenged**, not an individual that’s being attacked. This should defuse potential conflict.
- **Repetition of the term** “constructively challenge” over time **creates a norm** that it’s not just ok to constructively challenge, it’s encouraged.

### How?

- Digital Leaders to **communicate the “Constructively Challenge” initiative** to all team members, including brief description and purpose
- Meeting organisers and/or leaders to **reiterate at the start of each meeting** that “Constructive Challenge” is encouraged
- Digital Leaders to role model using the phrase wherever possible

## Underlying Behavioural Science Principles



- Explicitly and repeatedly using the term “constructively challenge” **makes the concept salient** and should ensure its meaning remains front-of-mind, reducing conflict.
- Over time a **social norm** should develop around this, particularly if **leaders role model** the behaviour.



## Supporting Collateral

- ☐ Draft “Black Hat” & “Constructively Challenge” communication
- ☐ Effective Meeting Placemat

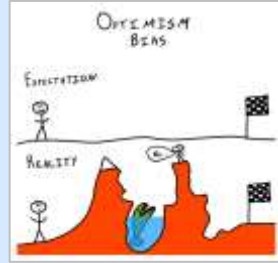


# Intervention #6 | Constructively Challenge Moment

The **Pre-mortem** and **Red Team** exercises are approaches to encourage constructive challenging, particularly helpful in project planning, by helping the team overcome inherent tendencies, **Optimism Bias** and the **Planning Fallacy**.

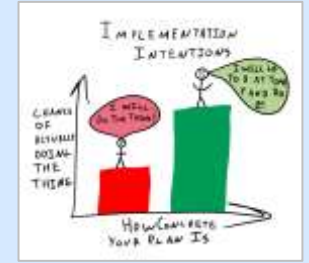
## Optimism Bias

'...refers to our tendency to overestimate our likelihood of experiencing positive events and underestimate our likelihood of experiencing negative events' – *The Decision Lab*



## Planning Fallacy

'...describes our tendency to underestimate the amount of time it will take to complete a task, as well as the costs and risks associated with that task—even if it contradicts our experiences' – *The Decision Lab*



*Suggested Approaches to overcome the human tendencies above,*

## #1 | Pre-mortem

A post-mortem occurs after a project, usually when it has failed. The key point with a pre-mortem is that rather than asking people to look forward and imagine what might go wrong, *we ask people to imagine themselves in the future when the project has failed, and look back at why it has failed.*

### How to...

1. At the commencement of the session the Leader explains the exercise and provides an overview of the project.
2. Leader then starts exercise by informing everyone that the project has failed spectacularly.
3. Leader asks team to independently write down every reason they can think of that may have caused the failure.
4. Next the leader asks each team member to read one reason from his or her list; everyone states a different reason until all have been recorded.
5. Post session, the project manager reviews the list looking for ways to strengthen the project plan.



## #2 | Red Team

A red team is a **bigger version of a 'black hat role'** – i.e. a **team rather than an individual**.



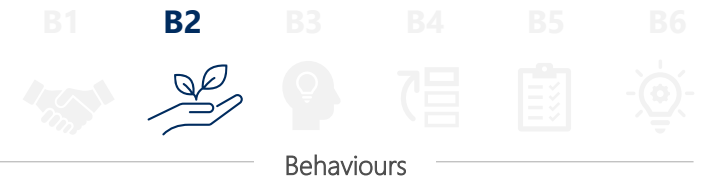
The term comes from military training exercises and was subsequently adopted in cybersecurity – in both instances it *describes a team setup specifically to act as the bad guys and try and attack the good guys to figure out where their flaws are.* The idea is that by giving yourself the identity of an attacker with the objective of finding weaknesses to exploit, you are *more likely to think holistically and imaginatively* than someone trying to think of weaknesses in order to defend them.

The idea is not new, it dates back at least a few hundred years, to the "devil's advocate" which was actually a real role in the Catholic Church's process of canonising new saints until it was eliminated in the 1980s, resulting in a massive increase in the success rate of people nominated for sainthood.

### How to...

1. At the commencement of the session the Leader explains the purpose - *to expose all the possible failures and dangers that could derail the objectives that you are looking to achieve* – and role - *to evaluate, judge, analyse the suggestions/plans raised by others – of the 'red team'.*
2. Leader then selects a group of team members to form the 'Red Team' for the duration of the session, and prompt their contributions throughout the call if required. *Note: Leaders should select different individuals to form the Red Team, each time exercise is undertaken.*
3. Leader encourages the group to discuss points raised by the Red Team and align on appropriate actions post session if required to address.

# Intervention #7 | Recognition Tool



## Intervention Approach

### What?

- A technology platform enabling easy sharing of recognition and 'shoutouts' amongst the team.
- To confirm – this functionality is already built into Commercial Digital's Yammer and/or Teams instances

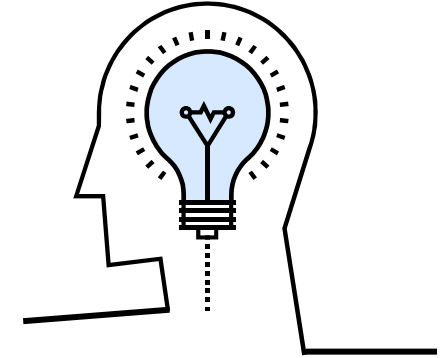
### Why?

- This tool and associated channel(s) provides an easy mechanism for regular recognition, which should make it more frequent
- As well as encouraging individual performance, over time more frequent recognition should help to reduce organisational silos

### How?

1. Use the 'Incentives' app (integrated with Microsoft Teams/Yammer) to provide an easily accessible and visible means of exchanging feedback amongst the Digital team.
2. Define categories for recognition based on the target behaviours we are trying to drive.
3. Look for ways to 'normalise' both the act of recognition and the behaviours we're recognising using leadership role modelling and creating 'visibility' of recognition practices.

## Underlying Behavioural Science Principles



- Reducing friction in the process of giving recognition and de-personalising it using a tool makes it easier for individuals to recognise colleagues
- Leader role modelling 'normalises' a behaviour by making it salient and positively leverages inherent authority bias



## Supporting Collateral

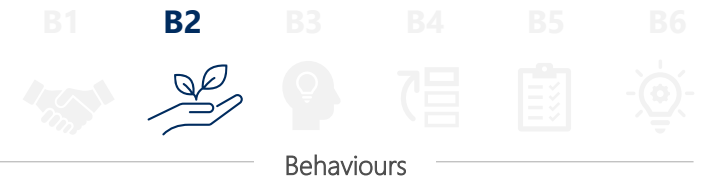
- ☐ Recognition Tool Launch Communication



## Intervention #7 | Recognition Tool

A gamification tool developed by Deloitte can be used to nudge the behavioural shifts

# Intervention #8 | Recognition Diary Reminder



## Intervention Approach

### What?

- A weekly calendar reminder for Digital Team to encourage recognition of colleagues across teams in whatever small way feels appropriate – a “thank you” message or phone call, a “well done” for something

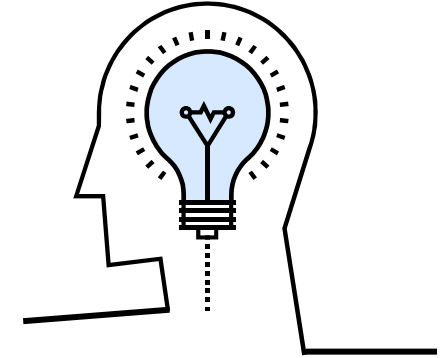
### Why?

- A regular reminder prompts acts of recognition and ensures the topic of recognition **remains front-of-mind** amid busy schedules and conflicting priorities.
- The idea is not that everyone simultaneously provides formal recognition, more that **recurring acts of gratitude and recognition** create a positive cycle within the team

### How?

1. **Communicate to the team before the initiative is started** – announce that reminders will be sent to everyone’s diary with the expectation that each team member will act upon the recognition reminder at some point each week, in whatever way they deem appropriate.
2. A recurring calendar invitation/reminder should be sent to all Digital team members. **Leadership should role model the behaviour**, highlighting how they use the channel

## Underlying Behavioural Science Principles



- The more common or familiar something is, the more we perceive it as credible and occurring at a greater frequency (**‘salience bias’**).
- Reminders **use this bias** by **creating salience around recognition practices** and reinforcing them within the team.



## Supporting Collateral

- Template for Diary Reminder

# Intervention #8 | Recognition Diary Reminder

A weekly reminder to be sent to all the members of the Digital Team to remind them to recognise and appreciate each other and celebrate their successes

To: All members of Digital Team

Subject: REMINDER! Have you recognised your colleagues this week?

The RioTinto logo, featuring the word "RioTinto" in white text on a red rectangular background.

## APPRECIATE & CELEBRATE EACH OTHER

Take 2 mins out of your day to give your colleague a quick shout out !

Hi Team,

### Who can I recognise?

Anyone in the team! You can recognise individually or shoutout your team.

### Where can I recognise ?

- Post in Teams using the #thanks channel
- Send a message or pick up the phone
- Schedule a coffee catch up to say #thanks
- Send an email thanking one another for their impact

### What can I recognise ?

Anything! But a few great suggestions:

- Have they demonstrated our desired behaviours ?
- Have they made an impactful contribution?
- Have they excelled at their role?

**Have a great day and I look forward to reading some of the great recognition moments from across the team**

Thanks,  
xxx

// The deepest  
principle in human  
nature is the craving  
to be appreciated //

William James



# Intervention #9 | Learning Hours KPI

## Intervention Approach

### What?

- A **formal target** for the number of learning hours for each individual each year.
- This needs to be incorporated into **performance management systems and processes**.

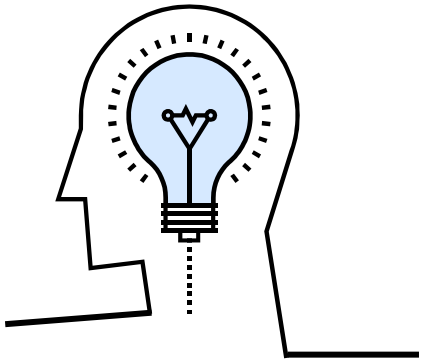
### Why?

- **KPIs are strong influences of behaviour**, especially if linked to performance reviews and/or recognition pillars.
- A formal KPI **demonstrates leadership truly value learning** and sends a clear message it should be prioritised

### How?

- Digital Leaders to **communicate the initiative** to the team, before individual **line managers reiterate the messaging**
- Use a **simple registration tool to track attendance** at knowledge shares and learning sessions
- **Share attendance data** with line managers and Digital leaders for performance conversations

### Underlying Behavioural Science Principles



- Incentives, even non-monetary incentives, are very powerful **extrinsic motivators** of behaviour.
- A formal KPI uses **authority bias** by emphasising the value placed on learning by Digital leadership



### Supporting Collateral

□ N/A



# Intervention #10 | Learning Leader Board



## Intervention Approach

### What?

- A **visual dashboard** which provides visibility of **number of knowledge share sessions** held within and across Commercial Digital.

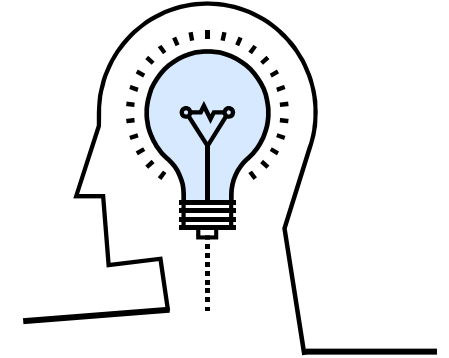
### Why?

- Gamification motivates individuals and teams to perform by **creating competition** and a sense of fun.
- Rewarding competition winners also **reinforces the value placed on learning** by Digital leadership.

### How?

- Objectively identify the metrics that will be used to **measure performance**.
- Design a simple **competitive framework**
- Consider the **appropriate reward and recognition** for strong performance or completing the game.
- Keep it simple – both to play and to **track/communicate results**.
- Create a **schedule** for publishing the leaderboard (if it's not live) and **celebrate the top performers**

## Underlying Behavioural Science Principles




- Fun increases **salience**.
- A leaderboard creates a compelling **social norm** by explicitly showing what others are doing.



## Supporting Collateral

- Example Leader Board Template



// What gets  
measured gets  
done. //

Peter Drucker

# Intervention #11 | Learning Commitment



## Intervention Approach

### What?

- A commitment device is a way to encourage employees to perform a behaviour by having them publicly commit to doing so
- Each Digital Team will be asked to make a commitment to sharing their learnings and knowledge across Commercial Digital.

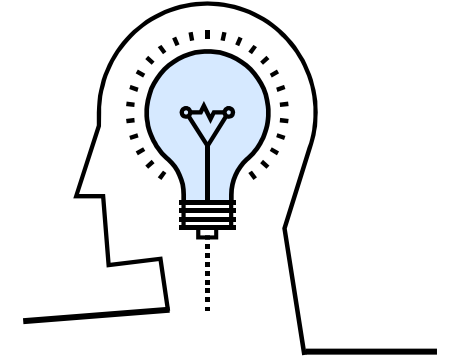
### Why?

- The act of committing to a particular course of action makes people more likely to follow through and make good on that promise. A key insight is that many employees feel that the silo mentality is present throughout the Digital Team and this creates a lack of shared accountability for better customer outcomes and improved service delivery.

### How?

- This could be a commitment in writing shared on Yammer, or it could be a short video recording of teams or individuals verbally committing
- Use the Commitment Card template either as a basis for a written commitment, or the script for a video.
- Publish commitments on Yammer, via email, in team meetings etc

## Underlying Behavioural Science Principles



- Commitment bias describes our unwillingness to behave in ways which **contradict things we've said or done in the past**.
- This effect is more pronounced when we have publicly made commitments as we don't want to look "bad" in front of our colleagues.



## Supporting Collateral

- ☐ Commitment Card template

# Intervention #11 | Learning Commitment

Prioritising learning and make continuous learning a part of RT Digital transformation journey by asking the team to commit to the behaviour

## How?

1. Commitment wall - Sign cards and pin up on wall
2. Commitment video – great from leadership
3. During meetings
4. Have a person assigned to follow up on commitments

## Responsibility to drive?

- Line Managers – get their team to do these activities via comms & role modelling

## Where are commitments displayed?

- Physical space – ‘Lunch room’
- Digital space – sharepoint, newsletter, email, Teams channels

## How to use Commitment Devices

Commitment Devices are used by employees to create shared accountability for demonstrating customer-centric behaviours and delivering better customer outcomes.

For example, commitment cards can be used for things like New Year’s Resolutions. By writing down our commitment to change and sharing it with people we make ourselves more accountable. In the workplace employees can write down what goals they might want to achieve in the next quarter and pin up their commitment card to a dedicated wall space in the office, or somewhere highly visible in a digital space.

# Intervention #11 | Learning Commitment


Commitment Card format is provided as a guide the Digital Team to make a commitment to the culture of learning. The card itself can be shared as a commitment device or it can be read out in a video

RioTinto

Commitment Device

Continuous learning is critical to growth and development

I, \_\_\_\_\_ commit to completing \_\_\_\_\_ number of hours of learning  
and conducting / participating in \_\_\_\_\_ knowledge sharing sessions

  
Insert Photo

The **learning areas** \_\_\_\_\_ will focus on are:  
1. \_\_\_\_\_  
2. \_\_\_\_\_

Today's Date: \_\_\_\_\_  
To be initiated by (1 month from now): \_\_\_\_\_  
Who is responsible: \_\_\_\_\_

Screenshot this card and send to your manager or read it out in a video and share it.

# Intervention #12 | “Meeting Free” Block

## Intervention Approach

### What?

- An agreed period each week – ideally a day, but at least half a day – designated “meeting free” across Digital
- A calendar invitation sent to everyone for this time period entitled “No Meetings Block”.
- Digital Leaders need to role model the behaviour of not booking meetings during this time and enabling focused work.

### Why?

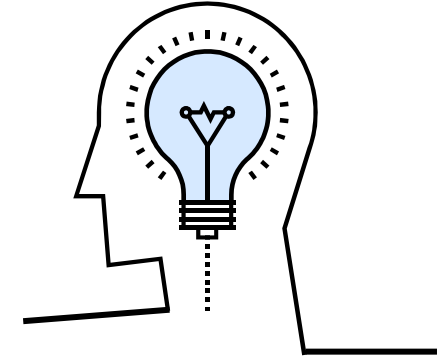
- A designated “No meetings” block will allow the Digital team time to focus on work.
- Meeting blockers will encourage a behaviour of “saying no” and prioritising.
- A growing body of research across global organisations suggests “No meeting blocks” significantly improve productivity and well-being.

### How?

- Digital Leadership to align on the preferred times and duration of the “no meeting” blocker
- Digital Leadership to communicate the initiative to the team and send out the blocker to all team member
- Leadership to role model behaviour to ensure that the “no meeting” blocker initiative is successful
- Digital Leadership to send recurring out the invite to all team members



## Underlying Behavioural Science Principles



- Humans have a powerful bias toward the status quo. Making no meetings the default for a period of time uses that bias and makes it harder – increases friction – to schedule those meetings.



## Supporting Collateral

- Meeting block format and associated communications



## Intervention #12 | “Meeting Free” Block

A weekly block to be sent to the entire digital team for them to prioritise focussed work. It is meant to normalise rejecting meetings during these periods

To: All members of Digital Team

Subject: No Meetings ! Time to Focus

Duration: 4 hrs (Recurring weekly)

The RioTinto logo, featuring the word "RioTinto" in white serif font on a red rectangular background.

### TIME TO FOCUS

Take Friday afternoons for deep focus work

Hi all,

In our increasingly busy world of back-to-back virtual calls, it's more important than ever that we create dedicated time and space for thinking, for focused work, and prioritising what's most important, not just what's most urgent.

To support us all in doing that, we are doubling down on Meeting Free Fridays. I will no longer be accepting or scheduling calls or meetings during this period and I urge you to do the same.

Thanks,

Peggy Mah



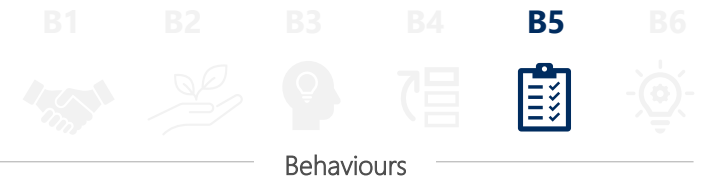
//

It's really clear that  
the most precious  
resource we all have  
is time

Steve Jobs

//

# Intervention #13 | Azure DevOps QRG (Quick Reference Guide)



## Intervention Approach

### What?

- A short document with **simple guidelines** on using Azure DevOps to raise risks & issues.

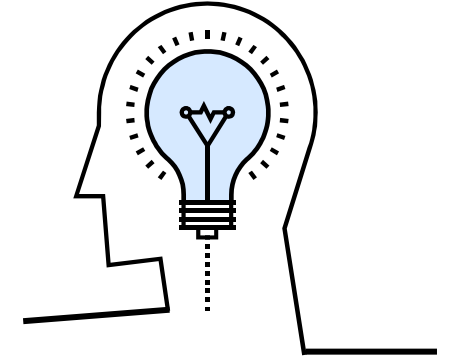
### Why?

- Consolidated tool for reporting would enable **simple escalation of project risks and issues**, and enable reporting at the program and portfolio level.
- There appears to be **low awareness of reporting tools available** and limited understanding of how to use them.
- A QRG provides **simple, clear guidance** and can be accessed easily, ensuring the risk/issue tracking process remains **front-of-mind**

### How?

- **PMO** to use the Behavioural Communications Guide to **develop Azure DevOps QRG** (quick reference guide) and share with the team.

## Underlying Behavioural Science Principles



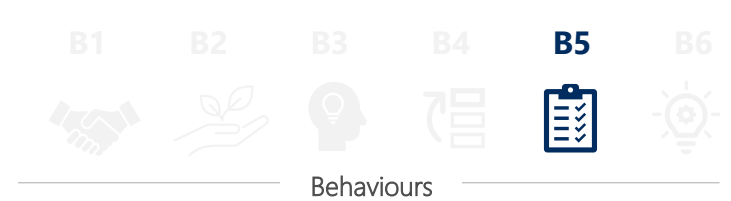
- The **status quo bias** makes humans prone to inertia – **reducing friction** (by making it easier) increases the chances of a behaviour being performed.
- As well as reducing friction, a well-designed QRG uses behavioural design principles to reinforce key messaging using **salience, social norms, and authority bias** among other techniques



## Supporting Collateral

- ☐ Behavioural Communications Guide

# Intervention #14 | Weekly Project Risk & Issues Call



## Intervention Approach

### What?

- A short recurring call for each team, specifically focused on project risks and issues.

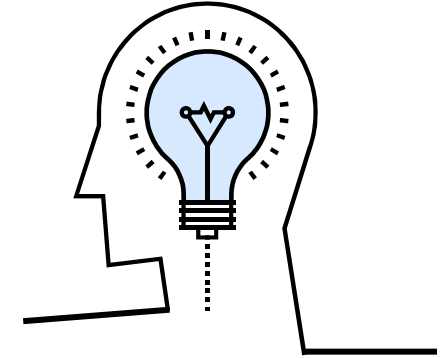
### Why?

- Creates a recurring trigger for project team members to raise risks and issues, ensuring the topic is front-of-mind.
- Over time, discussing risks and issues reduces stigma or fear associated with the topic and creates a norm around raising risks and issues

### How?

- Leaders to set up weekly recurring calls for each project team to raise risks and issues

## Underlying Behavioural Science Principles



- Humans have a tendency to attribute greater accuracy to the opinion of an authority figure and be more influenced by that opinion.



## Supporting Collateral

- ☐ Effective Meetings Placemat
- ☐ Azure DevOps QRG

# Intervention #15 | Innovation Awards

## Intervention Approach

### What?

- A simple process to **reward innovative ideas** and the individuals who suggested them.

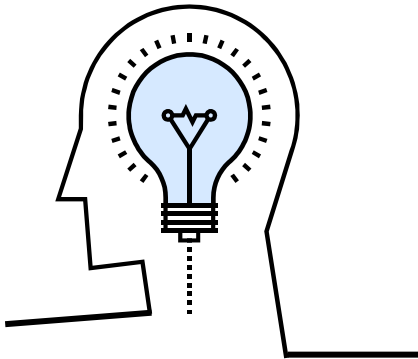
### Why?

- A key insight from the Barriers Workshop was the **lack of success stories** reinforcing **innovation**, **experimentation** and a **tolerance for failure**.
- The communications around these awards help to **create that story**.

### How?

- Create a **standardised reward/recognition process**, supported by communications from Digital Leaders to promote the initiative

### Underlying Behavioural Science Principles



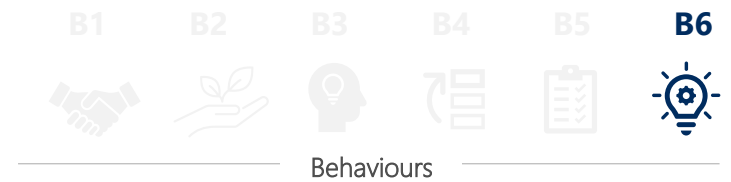
- B.F. Skinner (and others) suggested via **reinforcement theory** that rewarding behaviour creates a simple but effective feedback loop – social reward triggers psychological reward, motivating the behaviour.
- Neuroscience provides some justification for this, with the neurotransmitter **dopamine** often cited as a key component of reward mechanism.



### Supporting Collateral

- ❑ Innovation Awards Launch Communications

# Intervention #16 | Innovation Yammer Channel



## Intervention Approach

### What?

- A standard, easy process for sharing innovation ideas & success stories in Yammer

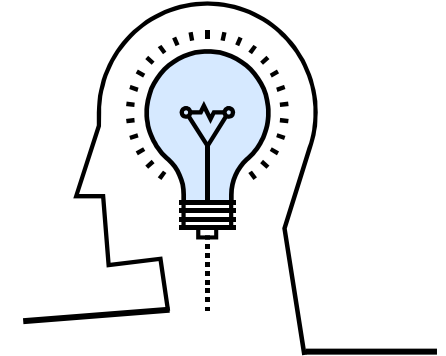
### Why?

- Team members are best placed to identify improvement opportunities, but currently there's no clear process (at the team level) to raise, track, or celebrate the implementation of ideas.

### How?

- Introduce a Yammer Innovation Channel as a safe space, where employees are encouraged to share innovative ideas.
- Employees post their ideas on this interactive channel to generate some energy and excitement around innovation - getting employees to vote for their favourite idea(s).
- A standardised process is followed to review, prioritise and track implementation of ideas more easily.
- Success stories are also published on the Yammer Channel.

### Underlying Behavioural Science Principles



- Creating a simple mechanism to raise and share ideas **reduces friction** and makes it easier for people to do so
- Seeing colleagues' ideas creates a **social norm** of sharing ideas
- Voting creates **competition** and a **sense of fun** – the desire to win incentivises more creative ideas



### Supporting Collateral

- ☐ Draft communication to introduce Yammer Innovation Channel to team



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# Interventions | Supporting Collateral

#	Intervention	Collateral Required	Next Steps	Status
1	Behavioural Communications Guide	Behavioural Communications Guide	<ul style="list-style-type: none"> <li>Move to Rio branding and add Rio examples instead of AMP ones</li> </ul>	Completed
2	Effective Meeting Placemat	Effective Meeting Placemat	<ul style="list-style-type: none"> <li>A very basic, ugly looking thing from 3 years ago at South32 attached</li> <li>Update, move to Rio branding and make more visual</li> </ul>	Completed
3	QR Code Survey	1-3 Survey questions	<ul style="list-style-type: none"> <li>Draft 3 simple survey questions</li> <li>Confirm with Annette (?) if Rio has a Menti account or similar?</li> </ul>	Completed
4	Coffee Roulette	Coffee Roulette Launch Comms Random Pairing Spreadsheet	<ul style="list-style-type: none"> <li>Draft wording/visual for email</li> <li>Obtain spreadsheet from Perth Consulting Team Building team (how do they randomise the pairs?) &amp; enhance (Rio branding, instructions etc)</li> </ul>	Completed
5	Black Hat / Red Team Role			Completed
6	Constructively Challenge Moment			
7	Recognition Tool		<ul style="list-style-type: none"> <li>Include in gamification proposal</li> <li>Share Intervention slides with Annette/Irene for Recognition WG</li> </ul>	Not Started (Simon)
8	Recognition Diary Reminder	Text for Calendar Invitation	<ul style="list-style-type: none"> <li>Draft some text/images for Calendar Invitation</li> <li>Share Intervention slides with Annette/Irene for Recognition WG</li> <li>Include in gamification proposal</li> </ul>	Completed
9	Learning Hours KPI		<ul style="list-style-type: none"> <li>Include in broader recommendation for integrating into Performance Mgmt framework/process</li> </ul>	Completed (Raised with HRBP, they are reaching out to PM on how they can assist in this space)
10	Learning Leader Board		<ul style="list-style-type: none"> <li>Include in gamification proposal</li> </ul>	n/a
11	Learning Commitment	Template written commitment device Instructions for video commitment	<ul style="list-style-type: none"> <li>Draft template</li> <li>Draft instructions</li> <li>Include in gamification proposal</li> </ul>	Completed
12	Meeting Free Block	Text for Calendar Invitation	<ul style="list-style-type: none"> <li>Draft some text/images for Calendar Invitation</li> </ul>	Completed
13	Azure DevOps QRG		<ul style="list-style-type: none"> <li>Assign action for Yi San to confirm approach</li> </ul>	n/a
14	Weekly Project Risks & Issues Call		<ul style="list-style-type: none"> <li>Assign action for Marcus A/Yi San to setup portfolio level RAID meeting</li> </ul>	n/a
15	Innovation Awards		<ul style="list-style-type: none"> <li>Include in gamification proposal</li> </ul>	n/a
16	Innovation Yammer Channel		<ul style="list-style-type: none"> <li>Assign action for Marcus T to create</li> </ul>	n/a