



Inspiring people to do it differently...

# UTILITY COMPANY: EMBEDDING BEHAVIOURS THROUGH NEUROSCIENCE

## CASE STUDY

### THE DESTINATION

It is the belief that **HOW** people behave in the workplace is as important as **WHAT** they deliver. Behaviours not only drive standards, they also play a fundamental role in how the organisation wants to be perceived; what they want to be known for, both internally and externally.

With this in mind, a behavioural framework was created – following significant staff consultation - to underpin their organisational Ambition, Priorities and Values. The framework translates their Ambition, Priorities and Values into everyday activities. Sticky Change was then approached to design and deliver a programme aimed at ensuring that their management population fully engaged with the new behaviours. A programme was designed that equipped their managers with the skills to promote and embed the behavioural framework, and ultimately, to have the confidence to give their people both appreciative and developmental feedback dependent on **HOW** they behaved, not just **WHAT** they delivered.

### THE INTERVENTION

Sticky Change designed and delivered a 1 day workshop for all 90+ managers that focuses on the practical appliance of neuroscience in a managerial context as the primary content. We chose neuroscience as the means of educating people to both change their own habits and those of others as it speaks to everyone's performance, regardless of individual personality. Given the high proportion of engineers in the management population, the focus on neuroscience was very impactful: they fully engaged with it, as the content was seen to be scientifically proven and factual.

An initial roll out was undertaken to include all managers, from the Executive Team members to the Front Line Manager level. At least 1 workshop is now held on an annual basis for all newly appointed managers.

#### The Format

- The training workshop is delivered by 2 Sticky Change trainers with support from an Executive Director or Senior Leader.
- The workshop is aligned to the participants' work context and reality. While neuroscience theory and models are introduced as appropriate, the emphasis is on how participants will use these skills and knowledge in their everyday working life.
- The participants attend in mixed cross functional groups of between 16 – 30 and work in sub groups to discuss real behavioural changes they want to encourage back in the work place.
- It is a highly interactive day. It encourages the exploration of skills and knowledge while allowing for meaningful discussions around the theory and practice that is introduced to participants.

Participants on the course described it as outlined below:

Stimulating  
Well Delivered  
New Concepts  
Challenging  
Enlightening  
Interesting  
Energising  
Interactive  
Practical  
Motivating

### THE 'SO WHAT' FACTOR

Their knowledge and skills, as rated before and after the course, saw increases from anywhere from 30% to 95%.

On a scale of 1 – 6, the trainers were rated consistently at 6 (excellent) for their approachability, knowledge, communication skills and energy and enthusiasm.

When asked about the likelihood of them taking action from the day, 41% said they would very definitely do things differently and rest of the participants said they definitely do things differently.

#### Feedback from participants on the programme:

- A very exciting, stimulating and knowledgeable course
- Interesting and very useful course, delivered in an engaging way
- I really enjoyed this course. It challenged the way I currently interact with my colleagues
- Superb facilitators

#### Typical comments from the participants, on their actions arising from the programme:

- I will have more behavioural discussions with my staff. Discussions which are much more challenging ...
- I will treat people with more empathy and understand their needs
- I will praise more
- I will listen more; to fully allow people to finish and understand them more; not to fly off the handle.

"This training course has been very effective in supporting the launch and embedding of our new behavioural competency framework. We have had excellent feedback from participants about how it has improved both their knowledge and their confidence in supporting behavioural change. Talking in 'the language of science' grabbed the attention of our mainly engineering management group and helped them to understand more easily."