Behavior Change in Action: 5 Real-Life Stories

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Speakers

Uli Heitzlhofer
Director of People Development at Lyft

Shelley Osborne
Head of Learning & Development at Udemy
Agenda

1. 5 ways to change behavior at work
2. Lyft real-life stories
3. Udemy real-life stories
4. Q&A
5 ways to change behavior at work
Driving behavior change and employee performance

Employees retain and apply only 1/3 of what they learn at work

How can L&D leaders drive this statistic up?

Source: CEB
What does neuroscience research reveal?

How long does it take to adopt a new habit?

It takes 2 months on average before a new behavior becomes automatic.

Source: Philippa Lally at the University College in London
5 ways to change behavior at work

1. Learning is a process, not a one-time event
2. Repetitive learning reinforces habit formation
3. A nudging architecture can remind learners to change
4. Social learning offers peer-to-peer accountability
5. Built-in milestones motivate learners
1. Learning is a process, not a one-time event

- On-demand online learning
- Role-playing sessions in the classroom
- Repetitive exercises
- Live practice on the job
- Social learning
- Coaching/mentoring
- Curated articles, videos, and tips

2. Repetitive learning reinforces habit formation
3. A nudging architecture can remind learners to change

- Posters around the office
- Peer & social learning
- Checklists
- Coaching & mentors
- Curated articles and tips
- Cohort-based blogs
- Funny videos
- Chatbots & texts

**A nudging architecture at work**

4. Social learning offers peer-to-peer accountability

How do people learn informally at work?

- **75%** Social learning
- **45%** Experience on the job
- **30%** Networking
- **3%** Mentoring/coaching

5. Built-in milestones motivate learners
Lyft real-life stories
Unconscious bias training: 4 guiding principles

- Structure for success
- Measure results
- Evaluate subtle messages
- Hold everyone accountable
Setting the stage: sharing unconscious bias studies

- Begin training by sharing unconscious bias studies
- Understand perceptions and biases
- Move from unconscious bias awareness to taking action
Leveraging social learning and a nudging architecture

- Hold employees accountable with allyship
- Ask employees to act as allies for underrepresented employees in real-life scenarios at work
Repetitive learning: practice real-life scenarios

- Break into small groups to discuss real-life scenarios at work
- Discuss being an ally for underrepresented colleagues using 5 actions
- Practice through discussion and role-playing sessions
Make learning a process, not just a one-time event

- Leverage employee resource groups
- Create an immersive learning experience with room for discussion / exchange
- Offer add’l learning resources (e.g. online courses, articles) at spaced intervals
- Conduct a check-in survey that serves as a reminder
- Update existing training language to be inclusive
Create milestones to move on to the next level

- For employee to interview a candidate, must take interview training as well as unconscious bias training
- Measure & track key metrics to ensure behavior change occurs:
  - Rate perceived inclusiveness via engagement survey
  - Track employee relation issues recorded
  - Monitor performance and promotion rationale
New manager training: learning is a process, not an event

So you want to be a manager?

New manager toolkit

New manager essentials

Manager practicums

Manager circles
Udemy real-life stories
Feedback is fuel: create a nudging architecture

• Promote witty “mean feedback” videos on internal social media

• Launch a feedback contest with raffle prizes

• Reminder to use “feedback is fuel” 3-step process on performance review instructions

• Weave “feedback is fuel” in presentations throughout the year

• Lean on managers to continuously remind employees that “feedback is fuel”
Unconscious bias training: learning is process, not a one-time event

Revised Bloom’s Taxonomy
• Remembering
• Understanding
• Applying
• Analyzing
• Evaluating
• Creating

Adapted for behavior and attitude change:
• Receiving
• Responding
• Valuing
• Organizing
• Internalizing
Unconscious bias training: tapping into social learning

• **Receiving**: Present unconscious bias studies

• **Responding**: Include activities and discussion that promote active participation by learners

• **Valuing**: Help learners accept and realize that bias exists

• **Organizing**: Have employees experience different perspectives and backgrounds through Virtual Reality films & audio stories and then discuss the stories with each other

• **Internalizing**: Role-playing sessions for employees to practice “calling in” peers when bias occurs in real-life scenarios
Career navigation training: learning is a process, not an event

- **Introspection:** Prior to the training, employees identified their peak and valley career experiences

- **Goal setting:** During the training, employees analyzed common themes in peak experiences and then developed career goals

- **Mentorship:** Post-training, all managers scheduled career conversation 1:1 meetings 2x per year
Q&A

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