BEHAVIOUR CHANGE AND SUSTAINABILITY

BUILDING ENGAGEMENT FOR COMMUNITY ORGANISATIONS
FOREWORD

The Sustainable Communities Team is responsible for devising strategies and carrying out engagement projects and initiatives that help meet our sustainability targets and build community.

We created an engagement brand called ‘second nature’ which is all about making sustainability second nature at work, home and in the community. This has helped us to develop and deliver consistent messaging based on values-based engagement focusing on intrinsic values, following extensive research. It was designed to inspire positive environmental action through connection to place.

WHY DID WE PRODUCE THIS E-BOOK?

This e-book was produced following a workshop on sustainability behaviour change and digital engagement held by Waverley Council’s Sustainable Communities team for 10 community organisations in its LGA. We decided to interpret and expand on the workshop content to help all community organisations understand how to effectively communicate and engage people in behaviours that support sustainability.

The workshop and this e-book were developed and delivered in 2017 by Matthew Wright-Simon from Ecocreative, with assistance from Alicia Wakeling from Freerange Future on ‘Know your audiences’ and ‘What works online’.

Waverley Council has long been committed to positive sustainable change, as evidenced in our 10-year Environmental Action Plan (EAP) with committed budget, strong vision and ambitious targets out to 2020 and 2050 for our organisation and the local community on key environmental issues.

WHY THE DIGITAL FOCUS?

Meeting and speaking with people is an extremely important form of engagement. However, in our ever-expanding online world, digital platforms and interactions are an essential part of how we do business, and therefore how we create change at the community level.

This e-book offers insights on how we can encourage change through digital communications, and how this can complement your off-line work in the community. We believe there is great opportunity to use digital engagement for behaviour change, as evidenced in our second nature approach.

We hope that you find the contents of this e-book useful to deliver the sustainable ambitions of your organisation. Please share it widely and let us know how you go.

Good luck!

Asha Kayla
Sustainable Communities Manager
Waverley Council
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INTRODUCTION

SUSTAINABILITY – THE NEED FOR CHANGE

This is an e-book to help community organisations understand why and how we can more effectively communicate and engage people in behaviours that support sustainability.

Everything is not right in our world. We are in an era many are calling the Anthropocene – a new geological epoch that is influenced by people and not the processes and interactions of natural systems alone.

Our biosphere is changing rapidly in response to population growth, overconsumption of resources and political and financial systems that are widening the gap between the wealthy and everyone else. How did we come to this?

For something to be sustainable, our social, economic and environmental ‘worlds’ need to be balanced. That looks something like this:

Our global, national and local imbalances, our problems, have resulted from decisions we have made – consciously or unconsciously – as individuals and as members of society.

Any solutions developed through the work of purpose-driven people and organisations must consider how we got to this point and what we can learn from experience. How can our behaviours change to support sustainability?

What can each of us do to be more engaged in changing behaviours – ours and those of others, including people who may not seem to consider or care about ‘sustainability’?

Figure 1: The sustainability nexus (Wanamaker, after US Army Corps and others)
UNDERSTANDING BEHAVIOUR
WE NEED MORE THAN FACTS

It is easy to provide information to people, or to describe a scenario in today’s Anthropocene: We are living beyond our means, things are bad, change is critical... But informing people is not enough to change behaviours, if it was we wouldn’t still be talking about ‘the environment’ as something that needs our help, rather than the biosphere that keeps supporting life on Earth.

Governments are able to write policies and design legislation to regulate our behaviours, including laws that govern what we are permitted to do. Incentives and disincentives are also tools available to policy makers and others who administer our social systems.

However, with all the issues our world faces, this is clearly not enough. Even when we are fully informed, aware of what is permissible and even whether it is good for us, other people, or our planet, most of us still make irrational decisions and behave in ways we know are not effecting the change many of us would like to see in the world.

Before we consider which models, approaches and tools may be engaged to change our own or others’ behaviours, we need to understand some of the theory behind the way we make decisions.

Psychologists and other social scientists have proven we don’t always act rationally. Very often we do something because we feel like doing it, or perhaps because we’re avoiding doing something else. For example, procrastination is entirely irrational, though that doesn’t mean it doesn’t happen. Writer Tim Urban makes this point very entertainingly in his blog post Why procrastinators procrastinate (Urban 2013).

To develop programs to engage ourselves and others in behaviour change we need to consider information, incentives and other tools that appeal to our frontal brain, or ‘thinking mind’ alongside what we do subconsciously, especially in our relationships with others and the environments of everyday life.
WE ARE CREATURES OF HABIT

There is a lot of research available that helps us learn about our habits. In recent years, popular non-fiction titles like Charles Dulhigg’s *Power of Habit* have made this study available to everyone.

When we are seeking to engage others in new behaviours we need to consider how long a positive new habit may take to form.

Dulhigg’s book refers to the three steps in a *Habit Loop*. Blogger James Clear has adapted cue, routine and reward to the three Rs shown in Figure 2. Repeat the same action enough times and it becomes a habit. Every habit follows this basic 3-step structure. Clear also refers to a landmark study below:

**HOW LONG DOES IT TAKE TO FORM A HABIT?**

In 2009, health psychologist Philippa Lally examined the habits of 96 people over a 12-week period. Each person chose one new habit and reported each day on whether or not they did the behaviour and how automatic the behaviour felt.

Some people chose simple habits like drinking a bottle of water with lunch. Others chose more difficult tasks like running for 15 minutes before dinner. At the end of the 12 weeks, the researchers analysed the data to determine how long it took each person to go from starting a new behaviour to automatically doing it.

The study found that, on average, it takes more than 2 months before a new behaviour becomes automatic – 66 days to be exact.

Interestingly (and encouragingly) the researchers also found that missing one opportunity to perform the behaviour did not materially affect the habit formation process. In other words, it doesn’t matter if you mess up every now and then.

For us to form positive, more sustainable habits that contribute to our overall behaviour, we need to ensure any reminder is easy to build into everyday life, the routine is easy to do and that the reward fits the habit (and this can be as simple as congratulating yourself for bringing your re-usable water bottle to work).

**Figure 2:** Three steps of habit change, (Clear 2017) based on Charles Duigg’s Habit Loop in The Power of Habit.
BEHAVIOURAL ECONOMICS

This millennium, the field of behavioural economics has emerged as a broadly accepted school of thought that combines the theories and practices of economics, psychology and other social sciences.

The work of Nobel laureate psychologist Daniel Kahneman, in particular his book ‘Thinking, Fast and Slow’, suggests we are of two minds: the rational, reflective mind that helps us make ‘sensible’ decisions; and the inconsistent, irrational and often automatic mind. Much of our ‘automatic’ behaviour is governed by the latter.

Others refer to three ‘brains’: the reptilian or primal brain (centred on the amygdala); the emotional brain (the limbic system) and the thinking brain, our cortex.

Rather than trying to change a person’s mind with presenting the facts, we need to make it easier for behaviours to occur that will help keep our natural world in balance. This can be done by ‘changing contexts – changing the environment within which we make decisions and respond to cues’ (Dolan et al 2010).

Many of the most basic approaches to behaviour change address this. The design of ‘choice architecture’ in cafeterias is one example often cited in behavioural studies. To support happier, more innovative employees, Google designed its staff cafeteria, menu and even options for plate size to enable default options that are healthier – with immediate results.

There are a great number of behavioural theories and models available to organisations that wish to encourage and effect change. It has been said that models are conceptual, simplified and support understanding, though behaviour is a complex and often individualised thing, even when behaviours have strong social approval or support.
Much of what goes into our decision-making is complex and has been studied by behavioural specialists for decades. Matching a behaviour – or desired behaviour – with a particular type of intervention can almost feel like spinning a wheel of fortune. This is evoked with Susan Michie’s Behaviour Change Wheel. Visit the interactive wheel online and learn more about policies, interventions and people’s opportunity, capability and motivation.

Attitudes, norms and agency are common to most behavioural models and habit and emotion only appear in some (Darnton 2008).

“We also need to consider how our established ways of thinking may influence what we choose to think, communicate or do.”

**Figure 3:** Michie’s Behaviour Change Wheel
WE’RE BIASED

Our cognitive biases are hugely influential in our decision-making and with the right approach some that are used by marketers to sell products can be adapted to encourage positive choices.

This infographic (Figure 4) was created to summarise 20 of the most common cognitive biases. It has a companion video that helps translate language we may unconsciously use that may have people rejecting our message just because of how we have chosen to communicate it.

Figure 4: 20 cognitive biases (Business Insider 2015)
INFLUENCES ON BEHAVIOUR: A CHECKLIST

To help make things easier for policymakers and others focused on behaviour change, the UK government developed a model entitled ‘MINDSPACE’ in 2010. This incorporates nine non-coercive influences on behaviour, with the acronym serving to remind us what makes a difference.

<table>
<thead>
<tr>
<th>Influence</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>Messenger</td>
<td>We are heavily influenced by who communicates information</td>
</tr>
<tr>
<td>Incentives</td>
<td>Our responses to incentives are shaped by predictable mental shortcuts such as strongly avoiding losses</td>
</tr>
<tr>
<td>Norms</td>
<td>We are strongly influenced by what others do</td>
</tr>
<tr>
<td>Defaults</td>
<td>We ‘go with the flow’ of pre-set options</td>
</tr>
<tr>
<td>Salience</td>
<td>Our attention is drawn to what is novel and seems relevant to us</td>
</tr>
<tr>
<td>Priming</td>
<td>Our acts are often influenced by sub-conscious cues</td>
</tr>
<tr>
<td>Affect</td>
<td>Our emotional associations can powerfully shape our actions</td>
</tr>
<tr>
<td>Commitments</td>
<td>We seek to be consistent with our public promises, and reciprocate acts</td>
</tr>
<tr>
<td>Ego</td>
<td>We act in ways that make us feel better about ourselves</td>
</tr>
</tbody>
</table>

Figure 5: The MINDSPACE checklist (Dolan et al 2010)

While this e-book does not investigate all these influencers of behaviour in depth, the MINDSPACE checklist is a helpful reference and links with several cognitive models that have contributed to behaviour change campaigns, programs and interventions for sustainable outcomes, including those summarised in the coming pages.

Behaviour change theory distinguishes between models of behaviour and theories of change. The former help us understand why we behave a certain way and what influences this. The latter model demonstrates how behaviours change over time and what we can do to change them.

Before designing an intervention, such as a campaign to encourage sustainable behaviours, social science theories can help us understand change processes.

Two models pertinent to community organisations are systems thinking approaches where the exploration of studying the problem in itself reveals options for action and diffusion models that show how behaviour can spread throughout communities.
DEVELOPING YOUR THEORY OF CHANGE

The systems approach, common in collaborative design, or codesign, requires participants to ‘zoom out’ and consider broad social, political, cultural and technical influences on the way we participate in society – often useful considerations when we are focused on ecological sustainability.

This is not an easy thing to do. Without a dramatic event such as a natural disaster or war, system change happens gradually and involves many people on their own terms. New, positive habits need to be developed in place of those that have a negative impact and this needs to happen with enough people to influence the cultural, economic and production systems of our society – that sustainability ideal visualised in a Venn diagram (Figure 1) that many of us seek.

Grappling with the big picture can help us focus on the changes each individual needs to make. A great way of doing this if you are part of a group is to create a ‘theory of change’.

To develop your theory of change, you need to get together as a group and identify the problem (or problems) you want to address. Another way of looking at this is describing the long-term impact you want to see – what will the change look like and how might it be measured?

Along the way you work out your audience, how you start to reach them and what steps you need to take (with them).

The Centre for Social Innovation Fund has developed a guide to help people develop a theory of change. It takes people through each step using an example of developing a ‘community cooking’ program. This can be easily adapted for any environment-focused program, such as community gardening or recycling.

Another excellent DIY tool based on the work of ‘innovation foundation’ at Nesta, has been developed. With appropriate facilitation and with the right group of stakeholders, a simple template can be used to determine a theory of change to define goals and the right pathways to meet them.

It is important to involve as many different people in your process of designing, or ‘co-designing’, a theory of change. Through working together you will not only learn more about your audiences and what they are interested in, you will have a much greater ownership of the problem – the change that you all want to see – and therefore a better chance of encouraging the behavioural changes necessary to achieve your ultimate goals. This approach also ‘normalises’ the solutions.

A copy of this is also provided in Appendix B.

THE FIVE-STEP PROCESS

Figure 6: Five core elements of a Theory of Change (Nesta 2013)
THEORY OF CHANGE

I want to clarify my priorities by defining my goals and the path to reach them

<table>
<thead>
<tr>
<th>What is the problem you are trying to solve?</th>
<th>Who is your key audience?</th>
<th>What is your entry point to reaching your audience?</th>
<th>What steps are needed to bring about change?</th>
<th>What is the measurable effect of your work?</th>
<th>What are the wider benefits of your work?</th>
<th>What is the long-term change you see as your goal?</th>
</tr>
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</table>

For an example of a ‘theory of change’ at a glance, refer to that of Pencils of Promise in Appendix C.

*Figure 7: Theory of Change (DIY 2014)*
SOCIAL MARKETING
Sometimes social marketing is confused with social media. Social media networks like Facebook, Twitter or Instagram are technologies that enhance social behaviours. Social media is in fact so pervasive in developed societies that relationships with other people can be entirely mediated through social media networks.

Our relationships with our ‘smart’ devices and social media are complex and in themselves influence our behaviours in ways that may not always support constructive social interaction – phenomena we do not have scope to discuss here, but worth considering when reading the section dedicated to social media later in this e-book.

Social marketing is most effective when messages and imagery are distributed, marketed and engaged with across a wide array of media and environments. An allegory for this is the way a company’s brand is reinforced with every glimpse of its distinctive logo or corporate colours, or with each mention of its slogan through traditional news media, online platforms, printed and manufactured items (including products, vehicles, signage) or the placement of its products in the television shows or movies we enjoy.

Brands want people to buy their goods and services and they need to convert customers from one-off purchases to long-term, or even life-long customers, fans or advocates. For social marketing of sustainable messages to influence behaviour, we need to take notice of what has worked for those outside of our own communities, including industries that drive consumerism and other social movements that are having such an enormous influence on our natural world.

Social marketing campaigns effectively link personal choices – conscious and otherwise – to social norms, often spread through what is known as social diffusion.

With the aid of appropriately targeted communications and aided by social media networks such as Facebook and Twitter, social marketing can be very effective in diffusing a social norm. Social marketing has helped people reduce resource consumption, eat more healthily, exercise, be ‘sun smart’ (who remembers ‘slip, slop, slap’ or ‘Life. Be in it.’ from the 1970s and 1980s?), and respond favourably towards those seeking financial or other support.

So, how does something become desirable to obtain and incorporate into our lives?
COMMUNITY-BASED SOCIAL MARKETING

It can be helpful to consider social marketing as part of a continuum.

<table>
<thead>
<tr>
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<th>Information: ‘Tell me/show me’</th>
<th>Social marketing: ‘Help me’</th>
<th>Law: ‘Make me’</th>
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</table>
| Context for intervention | • Barriers are low  
• Personal motivation exists  
• Audience is unaware | • Some barriers exist  
• Personal motivation exists | • Barriers are high  
• Behaviours are entrenched |

*Figure 9: The place of social marketing in the continuum of behaviour change intervention (Thomson and Brain 2016)*

The interplay of social norms and behaviours inherent in social marketing models have been used extensively by local and provincial government organisations, waste, energy and water utilities, universities and some community organisations.

Community-based Social Marketing (CBSM) is an approach to social marketing based on the work of behavioural researcher Doug McKenzie-Mohr and is typically made available through workshops that make reference to his book, *Fostering Sustainable Behaviour* (easily attainable online).

Given that *Fostering Sustainable Behaviour* is itself a 77-page user guide, it is impractical to summarise here, though it is elegantly summed up as follows:

*Mckenzie-Mohr’s approach is fully integrated and addresses actions that are often situated in a physical environment. For this, a team approach is essential.*

*If your community organisation is small or has limited resources, it may therefore be best to research and design an intervention as a community of practice. Through applying the theories, models, communication approaches and tools featured in this e-book, your project has the potential to deliver collective impact with measurable results. This could include reduction in the volume of plastics in the coastal environment and then ongoing monitoring of results, and subsequent adjustments to your engagement program and other interventions where possible.*

*As is the case for many ‘citizen science’ initiatives, work in monitoring, evaluation and review undertaken as a community will significantly improve the design (and success) of evidence-based behavioural interventions.*

*Community-based Social Marketing will help you research, design and then promote sustainable behaviours so they are attractive, competitive, easy and popular. Social marketing uses a variety of strategies, including policy measures, to affect the relative appeal and cost of each option.*

*Community-based social marketing stresses overcoming structural and other barriers. In practice, this means creating more sustainable communities through successful behaviour change initiatives.*

(Thomson and Brain 2016)
CONSIDERING BARRIERS AND BENEFITS
Community-based Social Marketing urges those seeking a particular set of behaviours to research barriers hindering desired behaviours and their associated benefits.

Research into barriers and benefits includes:
- literature review (read online resources, reports and articles that relate to the focus behaviour)
- forming focus groups (six to eight community members, ideally randomly selected)
- telephone surveys.

_Fostering Sustainable Behaviour_ was written almost 10 years ago, so an update would very likely recommend online polls and engagement via social media networks.

TOOLS USED IN CBSM
A range of tools are described to support community-based social marketing, including:
- designing commitments (starting with a small ‘ask’)
- developing prompts (and how they need to be present closest to the location of a behaviour)
- using (social) norms effectively
- understanding your audience
- communicating effectively
- designing appropriate incentives
- making behaviours convenient
- designing and evaluating interventions.

While excellent results have come from some CBSM campaigns, regular refreshers or repeated reminders are usually required to sustain long-term behaviour change as new people join a community or people fall into old habits (refer to the section on the following pages).

Visit McKenzie-Mohr’s website, _Community-based Social Marketing_, for a range of case studies, articles and strategies helpfully categorised by behaviour areas such as transportation, waste and pollution and energy. Many more exemplars will be available in 2018 with a major update.

A NOTE ON INCENTIVES
Incentives can be very effective in engaging behaviour change, though care must be taken when it comes to financial incentives, in particular.

Incentives that relate to basic behaviours such as South Australia’s deposits for recyclable containers (and infrastructure like recycling depots that support this) are interventions available to government or commercial organisations. This type of social and political infrastructure is typically not the work of non-profit and volunteer-run groups, though they do provide a critical context within which changes take place.

Effectively co-designed community initiatives will always consider the political, social, economic and physical contexts that influence what can be achieved.

When it comes to long-term change, it appears that incentives are often temporary in their effectiveness and it is not clear that incentives help at all as they do not address attitudes (or values) that underlie our behaviours.

A recent study by Harvard Business School on how monetary and non-monetary incentives relate to good hand hygiene in hospitals highlighted the perils of combining extrinsic rewards (such as pay bonuses), with intrinsic motivations (doing the right thing for patient health). The study noted the crowding-out effect: associating an economic value with a certain activity changes the nature of the exchange (Gallani 2017).

When it comes to sustainability and behaviour change, it is far more important to appeal to ‘why’ someone may want to make a change. This is where understanding values becomes important.
WHY VALUES MATTER
WHY VALUES MATTER

When it comes to sustainable behaviour change, a lot can be made of our values. They inform so much of our own identity and our attitudes towards others and the world we share.

Many of the laws related to environmental or social protections have resulted from social and political protest. Some of the most effective environmental campaigns involve public demonstrations of disagreement and dissent with what may in fact be unlawful or what activists deem unjust.

Taking to the streets, lobbying decision makers or leading consumer boycotts are all important, though the focus of behaviour change at an individual or group level cannot rely on opposition as we may in effect entrench behaviours that make things even worse!

Even if facts are ‘on your side’, an adversarial approach towards those who disagree with you may produce what psychologists call the ‘backfire effect’:

Researchers at the University of Southern California placed people in an MRI machine and presented them with evidence that alerted them to the possibility that their political beliefs might be incorrect… they reacted with the same brain regions that come online if they were responding to a physical threat.

According to these researchers, some values are apparently so crucial to your identity, that the brain treats a threat to those ideas as if they were a threat to your very existence.

(McRaney 2017)
To be persuasive, it appears that the most successful approach isn’t to convince people that you’re right – it’s to find common ground with those who may not share your view of the world. This approach to behaviour change for sustainability is nicely summarised by ‘Changeology’ author, Les Robinson:

*Instead of asking, “How can I make the public share my passionate concerns for climate, road safety, domestic violence etc?” We need to ask, “How can I be of service to the concerns they already have?”*  
(Robinson 2011)

Robinson has developed a simple universal model for project design that can be obtained via the Changeology website.

The Changeology model suggests we:

- align with people’s desires through connecting with people’s intrinsic motivations
- lower people’s anxieties, expand comfort zones and improve their effectiveness
- build an enabling environment, something described as ‘magnetic paths’
- offer exciting first steps.

We recommend exploration of a range of case studies and resources at the Changeology website, itself a hub for behavioural change resources. Many of the principles and approaches inherent in social marketing are factored into Robinson’s approach.

**VALUES AND NORMS**

For the purposes of supporting effective communications and building a movement, this e-book focuses on how people’s values and goals shape identity and behaviours. This is central to Common Cause, a framework designed around the notion that making trade-offs compromising on the values most important to us may have short-term outcomes we see as beneficial, but ultimately risk placing our desired outcomes out of reach due to strengthening values that may set back systemic change.

Values are often seen as personal, even private aspects of a personal identity, though it’s worthwhile exploring a model that helps us place values into a social context. From this we can learn how to best engage others in values-based conversations, behaviours and movements.

**COMMON CAUSE: HOW VALUES GUIDE OUR BEHAVIOURS**

Engaging compassionate values is an achievable and highly effective way of promoting action on social and environmental problems.

Released in 2011 following decades of research and cross-cultural studies in 68 countries, Common Cause identifies 58 repeatedly occurring values in people. Rather than ‘occurring randomly, these values were found to be related to one another’ (PIRC 2011). These 58 values were mapped to demonstrate their relationships to and with one another. Values have neighbours and opposites and the map groups these ‘compassionate’ and ‘selfish’. Refer to the values map on the following page (Figure 10).

As stated in the Public Interest Research Centre’s *Common Cause Handbook*, ‘Values may not be the most important factor in any one decision, but looking across people’s decisions, values emerge as one of the most important motivators (perhaps the most important motivator) of action on social and environmental issues.’

It is rare for a person to be entirely good or bad, or purely selfless or self-obsessed. The evidence ‘suggests that people are far more complex than this and are unlikely to subscribe purely to one set of values or another’.

Everyone holds all of the values mapped through Common Cause, but we each place more importance on some than others in different circumstances and different times in our lives.

Values are broadly grouped into extrinsic and intrinsic values on the map, with some much more influenced by individual contexts.

Extrinsic values are centred on external approval or rewards; intrinsic values on more inherently rewarding pursuits.
Following decades of research and hundreds of cross-cultural studies, psychologists have identified a number of consistently-occurring human values. Early researchers into human motivations discovered a surprising consistency in the things people said they valued in life. After testing this finding many times and across many countries and cultures, they put together a list of repeatedly occurring values.

Go to page 66 for Exercise 3.

Rather than occurring randomly, these values were found to be related to each other. Some were unlikely to be prioritised strongly at the same time by the same individual; others were often prioritised strongly at the same time.

The researchers mapped this relationship according to these associations, as presented opposite. The closer any one value ‘point’ is to another, the more likely that both will be of similar importance to the same person. By contrast, the further a value is from another, the less likely that both will be seen as similarly important. This does not mean that people will not value both cleanliness and freedom, for example—rather, they will in general tend to prioritise one over the other.

Values can thus be said to have neighbours and opposites. Based on these patterns of association—as well as their broad similarities—they were then classified into ten groups.

**Figure 10: Common Cause values map (Common Cause Foundation 2015)**

**MAP YOUR VALUES**

An excellent group exercise is to hand out copies of the map and ask people to highlight a fixed number of values (e.g. 10) you and your collaborators see as most—or least—important. Collect each one and combine them all into one map, mapping where there are common values and areas of potential disagreement.

This process also makes it clear how closely some values are related to one another, as it can so often difficult to pinpoint a Top 10 when put under time pressure!

A larger copy is provided as Appendix E

The Common Cause Handbook notes that:

Intrinsic values include broadmindedness, a world of beauty, a world at peace, equality, protecting the environment, social justice, helpfulness, forgiveness, honesty, responsibility, self-acceptance, affiliation to friends and family and community feeling.

Extrinsic values include wealth, social recognition, social status and prestige, control or dominance over people, authority, conformity, preserving public image, popularity, influence and ambition.

Importantly, it seems that intrinsic and extrinsic values are incompatible with each other.

When a value in one of these groups is temporarily engaged (that is, when a person’s attention is drawn to one of these values – perhaps very subtly) values in the other group will become temporarily less important to that person.
VALUES AND THEIR RELATIONSHIPS WITH GOALS

Our values are related to our goals another way of measuring and categorising the things we strive for in our lives. As seen in Figure 11, goals can also be grouped on a circumplex according to the compatibilities and conflicts between them.

Values on opposite sides of the circumplex are rarely held strongly by an individual. When one is engaged, its opposite tends to be suppressed. For example, when asking people to sort words related to achievement (‘ambition’, ‘success’) they are less likely to volunteer time as a researcher (PIRC 2011).

Study of the handbook is recommended for anyone seeking to encourage behaviour change motivated by intrinsic, or compassionate, values. Excellent guidance is provided on what motivates people and supporting resources from the Common Cause Foundation. This can greatly assist with the development of programs to change behaviour.

This Behaviour change and sustainability e-book has been written for community groups focused on behaviour change for sustainability and it is perhaps likely that a reader may think that for people like them – people who act on intrinsic values such as ‘protecting the environment’ – must convince others who don’t think these values are important. Questions emerge: How can they possibly become aligned with our causes? How can we ‘convert’ the unconvinced and the unconcerned, the selfish?

Before exploring strategies and techniques to address this, it is worth noting that four years after the release of the Common Cause Handbook, the Common Cause Foundation conducted a values survey.
WHY VALUES MATTER

HOW WE SEE THE VALUES OF OTHERS

The Common Cause values survey of 2015 involved surveying a random selection of 1000 people on perceptions of their own values and those of others, grouping values into selfish and compassionate values (more approachable language than extrinsic and intrinsic). Two discoveries were made, with the study rigorously tested for research or respondent biases.

Firstly, a remarkable 74% of respondents ‘placed a greater importance on compassionate values’.

Secondly, and perhaps more remarkably, 77% of respondents believe that ‘their fellow citizens hold selfish values to be more important’.

Theories for these discordant statistics are explored in the document Perceptions Matter. The dominant perception was that ‘media, politicians, and even schools and universities’ reinforced the image that ‘most people are more concerned about acquiring stuff, making the money to acquire stuff, cultivating their public image, and becoming influential than is actually the case.’

Common Cause notes that ‘over time, repeated engagement of values is likely to strengthen them’. The materialism and consumer behaviour that advertisers seek to engage are reinforcing extrinsic values such as the ‘desire for security, conformity or self-enhancement’.

In response to communications that reinforce negative social norms that damage our communities, the researchers recommend that (non-commercial) institutions such as volunteer-based community organisations:

- promote compassionate values through role models
- convey a more accurate perception of others’ values
- challenge assumptions about the values that most people hold to be important.

THE GUIDING PRINCIPLES OF COMMON CAUSE

Making changes to the way we frame issues and use language that engages intrinsic values takes time. Common Cause sets out five guiding principles to help develop this new approach.

1. EXPLORE VALUES
   Becoming familiar with your own most strongly held values will help you to map the difference between extrinsic and intrinsic values.

2. NURTURE INTRINSIC VALUES
   Aim not only to promote intrinsic values in communications, but to embed them across all areas of your work. This principle is supported in a recent study into sustainable behaviours for consumers, with the declaration that ‘the experience of nature sells better than an image of nature’ (SLFG 2017).

3. CHALLENGE EXTRINSIC VALUES
   Various elements of our society and culture help foster the desire for wealth, social recognition and power. Provide an alternative viewpoint that welcomes people to be part of your vision. Make it intrinsically rewarding.

4. SEE THE BIG PICTURE
   The benefits of appeals to extrinsic values—in motivating rapid or significant policy changes—may occasionally outweigh the ‘collateral damage’ they cause in the short term. Hold to the long view.

5. WORK TOGETHER
   Clearly, no one group or organisation is likely to have much of an impact in shifting values on its own. We need to cooperate and collaborate—both within and across different sectors—to be effective.
KNOW YOUR AUDIENCES
Regardless of how you choose to interpret behavioural theory or the change models that best fit your cause, it is crucial to learn as much about people as possible. If we cannot engage with another person’s motivations, values, socioeconomic circumstances or everyday life, we will struggle to make an impression, let alone a difference.

Identifying these factors helps us understand the best framing, language, context and tools to use in order to encourage people to engage in desirable behaviour.

But now let’s look at how we can define our audiences; the people whose behaviour we are keen to influence for the better.

DEVELOPING PERSONAS

Especially when we do not have the opportunity to speak at length with a person or investigate their lives (such as conducting focus groups or developing an ethnography), it can help to explore audiences through creating personas. A persona is a profile of an imaginary person who represents a certain type of individual within your audience.

As you will see in Figure 12, personas have names, demographic information, specific interests, giving levels, goals and motivations.

For example, a communications agency may be seeking potential clients. To help develop the most effective strategy, they developed a range of personas, including ‘Not-for-profit Polly’.

It is impractical for our interactions with new audiences to be face-to-face all the time. We need to create defined social groupings. Although it is commercially framed, market researchers consider the traits of people in social, cultural or economic groupings to more effectively (and economically) express ideas and approaches to changing behaviour.

To create opportunities to change behaviour we need to identify:

• Whose behaviour we’d like to change
• What motivates these people? Are there commonalities in values or current behaviours?
• How can we best reach and connect with them?

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• Whose behaviour we’d like to change
• What motivates these people? Are there commonalities in values or current behaviours?
• How can we best reach and connect with them?
Although Polly may be based on someone you know, a persona is a description of a fictional member of your target market. Personas can help you and your group to gain clarity, consensus and deeper understanding of your own supporter base (in many cases) and will help align content and approaches that will best resonate with people who are currently outside your ‘tribe’.

To identify personas there are a range of questions we need to answer, based on what we have observed and what we learn by talking to people (always the best option where practicable). Failing this, an ‘educated guess’ can still be helpful.

Questions to answer when defining a persona include:

- Name, age, occupation
- What’s their story?
- What might be their most prominent values and goals?
- Are there clear social norms we can identify or demonstrate?
- What are their current behaviours?
- What information might incite sustainable behaviour change?
- What could motivate them to change their behaviour? Are there key moments of change?
- Where do they get their information?

Once a persona is established, we need to ask ourselves:

- If there was one thing that would recruit them to join our tribe, what would it be?
- If we could use one way to reach this person, perhaps via a social media network, what would have the greatest chance of getting through?

**ONE SUSTAINABILITY AGENCY’S APPROACH TO AUDIENCE GROUPINGS**

For broad-scale campaigns, marketers and advertisers develop cohorts or groups of people to target with communications.

Global ‘change agency’ Futerra take an interesting approach with this on the issue of climate change as outlined in their e-book, *Sell the Sizzle*. They characterise three groups (and you might notice some personas emerging within each group):

- **Global Activists** – climate fighters, carbon realists, carbon opportunists
- **Global Cynics** – climate change deniers, carbon protectionists, industry avoiders, economic worrier, climate quitters, angry antis
- **Home Firsts** – you travel with them, eat with them, share the planet with them and might be related to a few, but because they don’t have much of an opinion on climate change, you probably don’t know how important they are.

In Futerra’s view, Home Firsts are more cohesive and diverse than globals (activists or cynics) and their interest is sparked by clear opportunities or threats to their personal or national interest… strongly influenced by the media and by ‘commonly held’ views.

For ‘personal interests’ we could well substitute ‘values’ and ‘commonly held views’ is perhaps another way to refer to a ‘social norm’.

Futerra notes that ‘without being incentivised, excited or inspired by an aspirational ideal of where we might go as a society, few of us will act.’
COMMUNICATE TO ENGAGE
It has been demonstrated through established models such as the International Association of Public Participation’s spectrum of ‘public participation’ that collaborating with and empowering people is far more successful in decisions being made and actions implemented.

**IAP2 SPECTRUM OF PUBLIC PARTICIPATION**

As detailed in Figure 13 above, simply informing people is right at the bottom end of the engagement spectrum and the least likely to engender change – a reality worth considering in how you involve people in any behaviour change campaign.

If you can foster a ‘community of practice’ through an engagement-centric model that involves, fosters collaboration and empowers people, you will be far better equipped to share resources and join others with complementary goals.

Engagement goals are especially interesting if we consider how social media involves people in discussion of issues and actions and how it can at times enable action and provide us with valid metrics for engagement and information exchange.

**FRAMING AN ISSUE OR SUBJECT**

When we communicate about an issue, we impose boundaries through our choice of language, imagery and information we share. This is known as framing.

Frames are vehicles for engaging and strengthening values. The way we incorporate them in our language, and in the experiences we create and facilitate, are crucially important.

Very often an issue has an economic frame. We hear often about the cost of acting on climate change, jobs created through renewable energy industries and even speculative monetary value applied to the ‘services’ ecosystems provide humans and ‘the environment’ (often itself framed as an external thing).

The Common Cause approach is built on values and communications that rely on ‘frames’ that are based on intrinsic values. They describe these frames as ‘mental structures that order our ideas; and communicative tools that evoke these structures and shape our perceptions and interpretations’ (PIRC 2011).
EXAMPLE 1: INTRINSIC FRAMING
Have you ever paused to think about the importance of the natural world?
At WWF, we are working to minimise the loss of nature in the UK – such as plants, animals, woodlands or rivers – by helping people to recognise its real value.

The importance of environmental protection is still often overlooked and is not adequately reflected in planning and policy. One reason for this is that people’s inherent appreciation of, and love for, the natural world is often forgotten. Reminding people of the intrinsic importance that they attach to nature can help to address this problem.

EXAMPLE 2: EXTRINSIC FRAMING
Have you ever paused to think about the contribution that the environment makes to our national wealth?
At WWF, we are working to minimise loss of the UK’s natural resources – such as plants, animals, woodlands or rivers – by helping people to recognise their real value.

Natural assets, and the benefits that they provide, are still often overlooked and are not adequately reflected in planning and policy. One reason for this is that the financial value of the environment, and the commercial benefits that people derive, is often overlooked. Putting a monetary value on nature can help to address this problem.

People who were asked to read the intrinsically-framed text (from which Example 1 above was taken) were significantly more likely to say that they would take action to help an environmental charity – for example by volunteering, writing to a member of parliament, or joining a public meeting – than people who had read the extrinsically-framed text (from which Example 2 above was taken).

As evidence of the bleed-over effect of closely associated values, researchers found that an intrinsically framed environment-related text was just as effective as an intrinsically-framed disability-related text in leading people to say they would like to help WWF. This is a form of ‘priming’, a useful technique in effective engagement.

Intriguingly, the research behind Common Cause suggests that it may be better to invest time in using language and imagery that connects with intrinsic values. In fact, they declare that it may be that ‘the issues themselves seem to be of less importance than the values that are invoked in the course of communicating about them’ (PIRC 2011).

ENGAGING THREE KEY AUDIENCES WITH INTRINSIC VALUES
Another study by the Common Cause Foundation in 2015 focused on an Oxfam campaign to encourage volunteering.

The Common Cause engagement approach focuses on a 9-cell matrix that combines key audiences and communication outcomes. The cases study is considered through this matrix:

**Key audiences**
- prospective and existing donors
- non-financial supporters (volunteers and campaigners)
- decision-makers (in government and business).

**Desired communication outcomes**
- Strengthen commitment to support work of charity through donating
- Strengthen commitment to support in non-financial ways (volunteering, campaigning)
- Strengthen wider support for action to meet the needs of the disadvantaged, address discrimination or protect the natural world – whether through financial or non-financial support

This is not a comprehensive model, though indicative of what can be effective for a community organisation, especially one with a charitable status. Some people (or personas) will fit into more than one audience category and communications will ‘leak’ between audiences.

continued overleaf...
here’s how oxfam is encouraging people to get involved (this excerpt is adapted from the Common Cause Guide for Communications):

The language connects with values of self-acceptance (to feel competent and autonomous – choosing what to do and knowing why you are doing it; feeling good about your abilities). Erhan is communicating that he knows what’s important about volunteering for him. The larger image sets a positive tone and helps describe Erhan as a volunteer. The image dominates the text and reinforces that this piece of communication is about Erhan.

The supporting text refers to the skills that he will acquire in volunteering as ‘life-changing’. This is likely to invoke intrinsic values related to self-acceptance. (Not as ‘marketable’ skills).

Appeals to intrinsic values don’t need to invoke altruism or selflessness! They can equally connect with a motivation for self-direction (“I will choose what to do instead of being pushed along by life”), freedom, problem-solving, and self-acceptance.

Although there is little mention here of the moral imperative to tackle poverty, Common Cause predicts that engaging intrinsic values related to the self-direction of the volunteer will ‘spillover’ into other intrinsic values – thus heightening social and humanitarian concern, and deepening motivation to volunteer.

COMMUNICATION AUDIT

In assessing effectiveness of this Oxfam example, three guidelines are assessed:

- Is the communication consistent in appealing to intrinsic values?
  The text demonstrates the possibility of highlighting the benefits to the volunteer, while still communicating this through use of intrinsic values.

- Is the communication consistent in avoiding appeals to extrinsic values?
  The possible temptation to appeal to the volunteer’s desire for material/career success is avoided.

- Does the communication use intrinsic values creatively (for example, does it use intrinsic values seemingly unrelated to the cause upon which the charity is focused)?
  The advertisement doesn’t lead on values about social justice or equality. It feels like a message tailored for a younger demographic – not just because the role-model himself is clearly young, but because of the particular intrinsic values which it invokes.
As noted earlier in this e-book, finding common ground is critical. We need to meet people where they choose to be. A key to successfully catching the attention of the ‘unconverted’ when it comes to sustainability is that the language you use is familiar and that they don’t have to navigate the terminology of sustainability.

There are plenty of people who would like to move on from the word ‘sustainability’ itself. It doesn’t convey that a future or lifestyle that nurtures our own lives, those of others and all living things is appealing or attractive. As author of *The Nature Principle: Human Restoration and the End of Nature-Deficit Disorder* Richard Louv said: ‘who wants a sustainable marriage?’.

Recent trends in sustainability don’t appear to mention the word much at all. As the current chief sustainability officer for Nike says herself, “Our 17-year-old consumers tell us they want a better world. They don’t call it sustainability.” (SLFG 2017).

With the best intentions, many who consider themselves part of the sustainability movement use the language of policy-makers, scientists or engineers – and too many facts and figures up-front. These attempts to convince others of the importance of the subject matter are a turn-off for many.

Language that declares we are lurching towards a catastrophe, or statements that a person should stop their damaging, selfish behaviour can frighten or induce shame. In fact, this type of language is much more likely to trigger the parts of a person’s brain that react to freeze (do nothing), flee (ignore you and turn the other way), or worst of all, fight back (with you, as the messenger, representing the threat!).

The aggressive rejection of a poorly thought-through ‘argument’ may account for the recent and widespread backlash against ‘liberal elites’ and their ‘politically correct’ moralising! Is #fakenews in fact a mass-mediated expression of the psychological backfire effect described previously?

If we truly want to attract positive attention for our cause and its messages, there are four tones of voice we need to avoid:

**FOUR APPROACHES TO AVOID**

- **Catastrophising** – If we truly are doomed, why bother trying to make a difference? Dramatic doomsday scenarios don’t help anyone and ignore the fact that all our problems are an accumulation of what we have done or failed to do to date. Consider the Chinese aphorism: the best time to plant a tree is 20 years ago. The second best time is today.

- **Moralising** – No-one likes to feel judged or told that their decisions are stupid, selfish or destructive (even if that’s what you truly think!). Wherever possible, keep a neutral, matter-of-fact tone when describing an issue or, better still, focus on motivational language that celebrates someone’s interest and encourages people to have a go.

- **Generalising** – It’s okay to make a point about a systemic or historic problem, though making sweeping statements about a group of people based on any characteristic (age, gender, cultural background, socio-economic status etc) serves no-one and dilutes your message.

- **Statisticising!** – Avoid bombarding people with statistics, complex graphs, tables, or even large sums of money or big numbers. People can get overwhelmed by large numbers (this is known as ‘psychic numbing’) and many feel alienated if they don’t understand the detail or, worse still, feel regarded as a line on a spreadsheet or point on a graph rather than an individual with their own values, needs and desires.

As one engagement research group notes in the *Marketer’s Guide to Behaviour Change*, “Sustainability jargon and “loaded” terms are less effective than common language (e.g. ‘good,’ ‘better,’ etc) (SLFG 2017).

Consumers’ **intent to purchase is driven by a holistic benefits case, augmented by sustainability credentials.** Similarly, environmental messaging can have a positive effect on brand and reputation. Therefore, these findings are not just for sustainable marketing, but for all marketing.

If we substitute a ‘consumer’s intent to purchase’ for a ‘person’s intent to try or persist with a new behaviour’, then we have a broader benefit case for all our communications.
The only sense hardwired to the human brain is sight. So when it comes to communication, the eyes most certainly have it!

Any behaviour change project or campaign needs to lead with compelling imagery – the bigger, the better... and while the language we use is really important, at least one study has shown that readers process 75 percent of a dominant image as opposed to 25 percent of text’ (Altinay 2015).

Furthermore, imagery needs to have a broader context to enable audiences to develop their own mental models. ‘Cause and effect chains can significantly increase the communication potential of a visual by (helping create) cognitive maps that organize information and overcome personal assumptions’.

Visual storytelling that focuses solely on the environmental or social problems we face does not engage the positive behaviours we may be seeking. Very often, a call to action is left off in place of poorly directed, emotional pleas for things to change; a cry of anger or sorrow is unlikely to bring about the same engagement from strangers than it may gain with our friends.

Our proximity to an issue is something that may account for the balance of positive and negative imagery in environmental coverage.

The social institution that delivers the information is also a factor. A recent study in the US of news organisations covering an estuarine flooding issue identified that more than 70% of the imagery depicted erosion or other negative impacts with few details of future narratives (such as what we can do to address the issue).

In contrast, a government organisation’s coverage was far more likely to balance a negative cause with a positive response scenario, including in its use of visuals (Altinay 2015).

**Figure 15: Visual triggers that encourage behaviour change (Altinay 2015)**
CASE STUDY
VISUALISING CHANGE: GETTY IMAGES HIGHLIGHTS WHAT WORKS

If we truly want to engage positive responses with our sustainability communications it is vital we focus on positive imagery that shows what we can do (with one another) as opposed to the damage we wish to avoid. When we do feature negative imagery it is advisable to caption or label the image with any positive action we can take.

Photographic imagery is still the most common visual content supporting sustainability behaviour change campaigns. Global stock image company Getty Images periodically highlight trends in campaign imagery that have delivered success for brands.

One of the campaigns they highlight is from one of the most well-known ‘sustainability brands’, Patagonia. Getty’s Curve trends site writes about Patagonia’s Worn Wear campaign, noting that ‘what makes it visually compelling is the use of vintage photographs, which underline the relationship that people have formed with their product over a long period of time. It conveys a sense of companionship and trust’ (Getty 2015).

Personalised stories, like that ‘narrated’ by Pete McBride and his ‘river shirt’ feature much-loved and long-worn items of clothing feature on an extensive Tumblr site, which, like Pinterest, shares visually rich content. This is engaging and compelling content and like the travelling repair van featured on the page, helps reinforce Patagonia’s credentials as a responsible brand willing to play a role in the ‘real world’.

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The immersive nature of large images helps explain why video footage is by far the most effective type of content for visual and cognitive engagement.

In comparison to text, we are ‘able to process video footage 60,000 times faster’ and in a social media context, people are ‘39 percent more likely to share content if its delivered via video, 36 percent more likely to comment and 56 percent more likely to give that video a coveted ‘like’.

While reading requires more from our brains and encourages reflection, if you want someone to ‘fall in love’ with your message, show them a video!’ (Psychology Today 2015).

With 300 hours uploaded to YouTube every minute, there is a lot of love being shared.
CASE STUDY

DIGITAL STORYTELLING: HOW THE WAR ON WASTE GETS THE BALANCE RIGHT

An excellent recent example of the power of video – and of documentary coverage that can encourage positive behaviour change – is the Australian ABC television series, War on Waste.

At the time of writing, the series’ revelations (and handy tips on what people can do) was inspiring so many viewers to give up disposable coffee cups, that the website of KeepCup, the nation’s leading manufacturer of reusable cups crashed after the episode on coffee cup waste. So many people wanted to make the positive change... immediately.

Check out the KeepCup Reuse HQ for an example of brilliant communications that demonstrates positive impact (and how facts and figures can be appealing at a personal level while still reinforcing positive collective impact).
In a demonstration of how important a broader narrative is in fostering changes, a range of articles from the ABC, blogs and businesses have extended the narrative to others who have adjusted to a new, plastic-free normal.

In the online ABC article, *War on Waste: Is it possible to live plastic-free?*, readers are presented with reflections from people like Lindsay Miles who have made changes and how they have made it easy for people to consider starting.

“The first thing was to not buy things in plastic – buy things in glass, paper or cardboard, or buy things without packing at all.” (ABC News 2015).

The approachable language and appealing imagery in this story – and the light-hearted and ‘non-preachy’ tone of the TV series in general – help make personal action more achievable. The community-based nature of the content helps reinforce the series as a form of social marketing.

The War on Waste microsite follows on from the series, providing rich content and calls to action, including a survey, videos, letters from ministers and loads of advice on how to make changes in our own lives. This is designed to be shared.

The War on Waste movement continues to grow and in social media in Australia, the #WaronWaste hashtag reveals thousands of people sharing revelations from the series that have made an impact and what they are now doing about it.
WHAT WORKS ONLINE
The principles of good communication apply to online environments, though the barriers to involvement are reduced online, even if actions may just start with following, sharing and liking what we read and see.

A few things to remember:

- be specific and make things tangible and personal
- be clear about the change you want to see and who you’re targeting
- be transparent
- make it easy to take action
- help people put themselves into the narrative
- start with a small ‘ask’ (like sharing a post) – people are consistent, so if they have supported your cause once, they are more likely to feel like someone who will support other things that you do – remember; we are creatures of habit and actions need repetition, reinforcement and reward.

People create content

- to inform, entertain, challenge and celebrate
- to define ourselves amongst others
- to grow and nourish our relationships
- for self-fulfilment
- to get the word out about causes and brands.

When developing an engagement program or campaign online be sure to make a plan and consider the big picture over the long term (align with your theory of change).

When you make a plan:

- be proactive, not just reactive
- be strategic and make sure all channels are aligned and content is relevant

Structure campaigns within broader programs. Ongoing programs are important to change behaviour over time. Campaigns are great ways to onboard new ‘tribe’ members, and energise the movement.

Pencils of Promise excels in sharing the purpose and impact of its programs.

A copy of the Pencils of Promise ‘theory of change’ is provided in Appendix C.
A SOCIAL MEDIA SNAPSHOT

Here’s what Australia’s social media landscape looked like in January 2017:

FACEBOOK
16,000,000 users (up 1 million since last update)

YOUTUBE
14,800,000

INSTAGRAM
5,000,000 Monthly Active Australian Users
(Facebook/Instagram data)

SNAPCHAT
4,000,000 Daily Active Australian Users
(Snapchat data)

LINKEDIN
3,600,000.

Figure 16: Addicted or in touch?: our 2016 social media habits, Sensis 2017
**EMAIL IS A POWERFUL ENGAGEMENT PLATFORM**

1. The best way to get people to take action online is via email (Change.org is a good example of this).
2. Regular emails are vital to maintain an engaged community.
3. Use a platform like Mailchimp to access a range of benefits, including very detailed reporting.
4. Make sure your emails are personalised and relevant to your focus person or group.
5. Include mission updates, supporter stories, impact updates and opportunities to be involved.
6. Plan to send an email every three weeks.
7. Reserve a different email style for urgent action required emails – use them sparingly to not fatigue your database.
8. Send an autoresponder for immediate action.

---

**SOME WEBSITE BASICS**

1. Popular platforms include Wix, Squarespace and Wordpress (the latter being the most popular open source web publishing platform in the world).
2. Tell your story – with graphics, video and text.
3. Avoid jargon and make it as easy as possible for the user to find the information they are looking for, in the fastest time possible.
4. You have about seven seconds to give users a picture of you and your cause on the home page – make sure you have a ‘hero’ visual and sentence that captures who you are.
5. Use clear calls to action and a logical next step – no dead ends or links to nowhere!
6. Make sure you include your social links and email capture.
7. Think about incorporating a commitment or user-defined goals.
8. When planning your website, consider the users first:
   - Why did they come to the site?
   - How did they get here?
   - What terminology do they use?
   - Do they know anything about you yet?
FACEBOOK FOR COMMUNITY GROUPS

Facebook is a behemoth in the social media world and with 95% of social media users on Facebook, it’s clear that community groups will get the most value from Facebook as a platform. Facebook is a great place to engage with Mums (and their online networks) and also to reach all people 18-60, often with highly tailored options to target content (if you can invest a small amount in paid advertising).

18 THINGS WORTH KNOWING ABOUT FACEBOOK

1. Due to Facebook’s algorithms, only an average of 10% of your total following actually sees each post
2. Use groups to manage and engage volunteers
3. People join groups and like pages based on their values and passions, use your content to show you share these
4. You need to use a consistent ‘voice’ – make sure your values and way of communicating are familiar for you and your community
5. Tap into trending topics
6. Go live! Take people to the action and behind the scenes
7. Upload native video – Q&As, taking action, events, thanking supporters
8. Include calls to action – tell people what you want them to do
9. Engage with other brands for credibility and audience building
10. Keep updates short
11. Speak in the first person in your posts – your supporters and volunteers want to hear from you
12. Share candid personal stories, like updates from members of your organisation, staff or volunteers
13. Make your supporters the stars. If someone posts something great on your page, re-post and thank them by name
14. Ask questions – ensure the conversation is two-way
15. The best platform for user generated content sharing and engagement
16. 20-30 year olds spend a lot of time here
17. It is an ‘Influencer’ marketing platform – people look here for social norms (find out who your influencers are by looking at the most popular hashtags)
18. Facebook is also the easiest platform to grow your audience through use of hashtags and location.
INSTAGRAM

This social media platform integrates with (and is owned by) Facebook and it continues to grow in popularity – something many attribute to its highly visual nature and new video features (that compete directly with Snapchat’s central feature).

While it is not easy to share (or ‘re-gram’) another user’s Instagram posts as it is to repurpose messages on Facebook and Twitter, Instagram has many useful features. These are highlighted with two case studies for Take 3 for the Sea and the UNEP.

INSTAGRAM CASE STUDY: UN ENVIRONMENT PROGRAMME

- Show how others are taking action and show that caring and participating are social norms.
- Use local and broader hashtags to get your page in front of new audiences.
- Tag people involved where possible, as they may then repost your content.
- Time your posts to coincide with different activities that may link everyday life offline with Instagram (e.g. on Saturdays, are people out with their kids doing surf lifesaving? Is bin day on Wednesday? Is that a good time to address questions about recycling?).
- Remind the audience of the simple actions that every single person can take to make a difference.
- Think about how these actions can relate to a person’s life.
• Use consistent graphic styles and make it clear what you want your audience to do.

• Get outside, share images, comment, visit a link etc.

• Promote a campaign-specific hashtag in images and well as in the text (use Canva to create graphics for free).

• This is a great example of positive framing – think about benefits to individuals, society and the environment rather than scare tactics (catastrophising).

• Remind the community about the impact they are making.

• Use photo competitions to encourage people to share content.

• Personal stories and real life quotes help the audience relate to the cause and gain many perspectives on one topic.
CASE STUDY
TAKE 3 FOR THE SEA (AN INSTAGRAM STORY)

Take 3 for the Sea’s vision is to be a leader in significantly reducing plastic pollution in Australia and around the globe.

Our mission is to significantly reduce global plastic pollution through education and participation.

• The action required is clear and simple
• The concept is highly shareable on social media. It’s visual and let’s people know you’re doing good!
• Compelling, positive messaging
• Citizen science is built into the program
• Effective impact reporting.

Simply Take 3 pieces of rubbish with you when you leave the beach, waterway or...anywhere.

INSTAGRAM

Asking questions is a great way engage the audience
Easy, everyday tips are framed positively.

Influencers are part of the movement (it’s worth getting friendly with people online who have a lot of friends!)

Take 3 covers all the key target audiences (schools are a big part of the organisation’s in-community programs).
A FEW POINTS ABOUT TWITTER

1. Twitter is great for breaking and relevant news stories to help keep your audiences up with important issues.
2. It’s best for media engagement and lobbying government and large organisations (you can keep track with Twitter lists that focus on a subject or group).
3. It’s excellent for shared interests, collaboration and alliance building.
4. Quick updates are easy (though without visuals get less than 30% the engagement as those that do feature visuals).
5. The most time-consuming platform – go hard or go home!
6. Use hashtags to engage with relevant issues and be discovered by new audiences.
7. Retweet and reply to people you want attention from.
8. Participate in (or host) Twitter chats.

TWITTER CASE STUDY: SEA SHEPHERD

Twitter is the best platform to interact with politicians and the media. Sea Shepherd do significant lobbying on this platform.

Sea Shepherd also retweet and reply to many people who tag them or use their hashtags. Where possible it’s great to use audience-generated content to show different ways to be involved.
DEVELOPING AN ONLINE STRATEGY

As demonstrated by Take3fortheSea, an integrated digital campaign can be very effective in grabbing people’s attention, engaging new people and building a movement online.

While a complete program will benefit from professional marketing assistance and ongoing management, there are some simple steps worth taking as a community organisation.

SEVEN TIPS TO GET STARTED

1. Define the metrics that matter
2. All platforms should work together
3. Share content that’s relevant and timely (this linked video has an interesting take on the ‘Mannequin Challenge’)
4. Live your values
5. Consistency in brand and tone
6. Use the strengths of each platform
7. It’s ok to recycle content!

PLAN YOUR CONTENT

- Be sure who you are talking to? (Define personas, do your research)
- What do you want people to do?
- If they take the desired action, what are the potential outcomes, including benefits for them, for the environment, for society
- Can you frame the messaging with intrinsic values to engage and inspire?
- Are there events or relevant topics to tie in with?
- Are there moments of change that can be incorporated into the messaging? (Can you connect a big life change with a behaviour change – e.g. moving house leading to decluttering, having a baby can change consumption patterns)
- Is there a way to show that this behaviour is embraced by influencers or peers?
- Now, time to use a Planner!

Social media and advertising metrics

- Click-through rates
- Clicks
- Unique reach
- Impressions/views
- Engagement
- Shares

An example of a useful tool: Hootsuite and individual platforms (e.g. Facebook insights).

Web metrics

- Unique visits
- Sessions
- Bounce rate
- Time on site
- Goal completions – subscriptions, donations, volunteering forms

Best tool: Google Analytics

Email metrics

- List growth
- Open rate
- Click-through rate
- Clicks

An example of a useful tool: Mailchimp

DEVELOP A PLAN

- Link your organisation’s challenge to your theory of change
- Consider how best to engage intrinsic values and frames
- Define and cater for your key personas
- Get your message clear – make the language and actions positive and relateable
- Use photographs (the bigger, the better and almost always with people in them)
- Embrace video (even what you can film and edit on a smartphone can be great) and create clever infographics
- Which digital channels do you want to consider? What about mainstream media coverage
- What are the important metrics?
OTHER DIGITAL PLATFORMS

THUNDERCLAP
• Take over people’s newsfeeds with Thunderclap
• A great way to create awareness or drive petitions forward.

CHANGE.ORG
• Great online petitioning tool
• Gain momentum for your cause and lobby the decision makers (e.g. Ban the Bag).

SNAPCHAT
• Best for engaging people under 25 years of age
• Use Snapchat for behind-the-scenes action
• Use location filters to show users where you are.

SOME MORE HANDY TOOLS
• To design web and social graphics that integrate text, use Canva
• For scheduling and monitoring social media channels, use Hootsuite
• Analytics are great – sign up for Google Analytics, Facebook insights, Instagram insights and Twitter insights
• Email marketing – Mailchimp is the platform of choice for many.

CHUFFED
• For social enterprises and NFPs
• No fees or costs, donors are asked to pay extra donation to Chuffed.org
• No minimum needs to be reached.

START SOME GOOD AND POZIBLE
• If you don’t make your goal you don’t get anything
• These organisations take a percentage of funds raised
• Both are well-known brands in the market, so have high level of consumer trust.

HAVE A CLEARLY DEFINED, REALISTIC GOAL
• You should communicate the outcomes clearly. Details do matter.
• If you’ve fundraised in the past, use average donations as a baseline
• If not, consider the amount you need to make an impact and look at similar crowdfunding campaigns.

TELL YOUR STORY
• Invite donors to be part of it and see where they fit in the narrative.
• Create a video with a personal plea – people relate to people.
• Share multiple perspectives to reflect your audience groups.

ALIGN REWARDS WITH YOUR BRAND AND THINK ABOUT YOUR TIERS
• 4-5 options is a good level (starting from around $15-$20).
• Explain what each tier can achieve – $50 could fund a new recycling bay.

PROVIDE REGULAR UPDATES
• Where possible, think about how you can make the potential impact tangible
• Call out your supporters and thank them!

PARTNER
• Could you partner with a corporate organisation or philanthropist to match funding?

ASK OTHERS TO SPREAD THE WORD
• Start with your existing database, ask them to amplify
• Think about other people or organisations who would be willing to spread the word
• Is there a media hook?

CROWDFUND YOUR MOVEMENT

Crowdfunding is particularly helpful to raise money for a specific project or campaign. The more specific, the better. This can also be a great way to engage and build your tribe, though for it to work well you already need a highly engaged social media audience (ideally in the hundreds or thousands of members).

Crowdfunding is usually time-based, to create a sense of urgency, challenge, and potentially competition. It can be made fun with calendars and countdowns.

Crowdfunding is a great opportunity for extra bells and whistles like prizes and incentives, testing out tiered donation levels, peer-to-peer fundraising, and niche content.
BRINGING BEHAVIOURS INTO THE ‘REAL WORLD’
Waverley Council is applying behaviour change theory and targeted online engagement in its Second Nature sustainability campaign.

**WHAT IS SECOND NATURE?**
Launched in April 2016, Second Nature aims to build community capacity to live, work and play more sustainably.

**HOW DOES IT WORK?**
Second Nature’s ‘I’m in’ pledge campaign invited people to take simple actions in their everyday life to help look after our environment and make sustainability ‘second nature’. By building an active database with these pledges, we are able to execute targeted behaviour change and engagement programs.

**APPLYING VALUES-BASED APPROACH AND BEHAVIOURAL CHANGE THEORY**

1. **Values-based**
   Second Nature takes a values-based approach to engagement, focusing on the underlying values which shape behavioural choices e.g. connection to place etc. The language, branding and approach used for the campaign was informed by a LGA-wide social research survey (2015) we conducted into community awareness levels on sustainability, as well as their intrinsic values and motivations.

2. **Individual Behaviour Change Theory and Self-determination**
   The campaign has been informed by individual behaviour change theory, including the theory of self-determination which argues that individuals are more likely to change behaviour when they feel a sense of choice in and responsibility for their actions. By committing to a single, achievable and self-determined action in the pledge, and saying ‘I’m in’ to making sustainability second nature, people have a greater sense of ownership over their own behavioural changes.

3. **Diffusion of innovation and social norming**
   The campaign also draws from other approaches, including the diffusion of innovation theory which argues that ideas and practices which are unique and new can act as more rapid agents of change within a community. By creating a movement, it also draws on the powerful idea of social norming which can underpin long-term behaviour change.

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**CASE STUDY**
**MAKING SUSTAINABILITY SECOND NATURE IN WAVERLEY**

School supporters, Montessori East pre- and primary school. Photo: Waverley Council

“By building an active database with these pledges, we are able to execute targeted behaviour change and engagement programs.”
BUILDING ONLINE ENGAGEMENT
Our online engagement activities aim to not only inform target audiences, but allows for a two-way participatory approach that helps us foster stronger relationships both with and between community members.

NationBuilder: We are using a sophisticated online engagement software platform called NationBuilder for Second Nature. Council is using this platform to centralise ‘active’ databases and employ targeted paths for ongoing engagement. Emails are sent to pledgees, based on their indicated interest areas, and potential recruiters, who are most likely to share our campaign. The database also links to pledgees’ social media channels, providing data on specific posts which may be most effective in engaging our audiences. We use this information to refine ongoing communications.

Social media: We regularly post on Waverley Council’s Instagram, Facebook and Twitter, attracting new followers and engaging with new audiences online.

OUTCOMES
Almost 1900 people have joined the campaign over 15 months, building an active community with which we’ve started to engage on a variety of areas. We’ve reached this number from a broad audience base as previous Council workshops and programs often attracted fewer, often already ‘converted’ audience. We believe this is due to the unique approach, including fresh ‘branding’, and connection to place communications.

We’ve raised awareness of Council’s sustainability work and encouraged actions on an individual level. Around 70% of participants (survey August 2016) reported to have implemented their pledged action in full, or in part, and over 40% reported that the pledged action has helped them make other positive changes in their life to make sustainability second nature.

KEY TAKE-OUTS
• It is important to understand people’s values, in addition to their knowledge, attitudes and practices to effectively frame communications and engagement.
• Taking a strategic approach to community engagement based on evidence, best practice and values-based communications can help change the traditional view of how Council works in this space, opening doors to engagement with new audiences.
• Trialling new and innovative online platforms (e.g. NationBuilder) can provide great opportunities for creative engagement with difficult-to-reach audiences.
• A multi-pronged approach that pairs innovative and reciprocal communications with a strategic plan for sustained community engagement is necessary to achieve ongoing behaviour change.

FUTURE
Our future challenge is to continue to build our Second Nature community by utilising online and social media platforms more effectively; focussing on partnerships and collaboration, and driving longer term behaviour change with targeted programs in key environmental areas.

Launch of Second Nature, Photo: Waverley Council

“Our future challenge is to continue to build our Second Nature community by utilising online and social media platforms more effectively.”
Online engagement is only effective if our behaviours translate to action in our everyday life and become normalised in the community.

Controlled studies of recycling behaviour are one way of assessing which approaches to engagement and behaviour change theories work in practice.

Two studies are briefly summarised below – one in the US and one in Australia.

For more detailed analysis of the McDonald’s study, please refer to the report *Big Brand, Big Impact: A Marketer’s Guide to Sustainable Behaviour Change*. This presents a scenario (in a fast food restaurant) where it is quite unlikely that all people would identify with sustainability values.

To learn more about the results of the University of Adelaide Waste Watchers project, visit the ecocreative project online (a short video is also featured).

And of course you are welcome to get in touch with Waverley Council if you would like to know more about Second Nature.

**CASE STUDY MCDONALD’S SAN FRANCISCO**

In 2016, it was clear that customers of McDonald’s stores were having trouble recycling properly. It was thought that correct disposal wasn’t convenient, taking too much time. It was also observed that people seemed confused about what material goes in which bin.

A control bin station was maintained and four different messages were developed and applied to other bin surrounds. These messages were aimed at:

- showing people what to do
- highlighting how recycling has a collective benefit
- thanking people for recycling successfully
- presenting an opportunity to share lessons with a child

*The control bins*
What to do

Collective benefits
Collective benefits

All four options out-performed the control option, with Thank You delivering the best result (with an improvement of more than 20% on contamination rates than the control) and elicited some of the most frequent smiles from customers.

The chief insight was that imagery and clear instructions helped, though the most valuable observation for McDonald’s was that a better recycling experience ‘creates a better brand experience’.

Teachable moment
CASE STUDY
UNIVERSITY OF ADELAIDE’S WASTE WATCHERS

In 2012/13, an integrated campaign to improve recycling volumes and reduce contamination was developed and launched for the University of Adelaide.

As part of the University’s Ecoversity sustainability program, bin enclosure signage was required for the new campus Learning Hub, a busy multi-use, multi-level building with a very transient population and high proportions of people with English as a second language.

Poorly labelled bin enclosures made it difficult for people to know which ‘hole’ was for recycling. Contamination rates (landfill waste mingled with recyclable material) were extremely high.

“Poorly labelled bin enclosures made it difficult for people to know which ‘hole’ was for recycling.”

Clear labelling, colour-coding and fun messages encourage people to feed the monsters what they want to eat.
Clear labelling, colour-coding and fun messages encourage people to feed the monsters what they want to eat.

Volunteers added colour-coded stickers to recyclable products at the point of sale, making it easy for consumers to quickly identify which container goes where. This was reinforced by ‘mini monsters’ holding sample recyclable items at the counters of various food retailers.

Preliminary research indicated several physical barriers and knowledge gaps, so placing bins in better locations and providing clear instructions on what to do certainly helped.

The subsequent campaign then focused on three key engagement points: where food and drink was purchased, where it was consumed, and where it needed to be disposed or recycled.

These parallels with human consumption and waste disposal habits informed special Waste Watchers menus that were set out as ‘table talkers’ and signage at the all-important human waste disposal locations – the toilets!

Fun, colourful signage bin wraps of recycling and landfill ‘monsters’ were created to show a diverse audience what is suitable for waste and recycling. This installation was followed by a ‘Waste Watchers’ campaign to decrease waste to landfill and increase ‘uncontaminated’ recycling.

The ‘waste watchers’ menu worked as a table-talker in dining areas and was displayed as a mini poster at areas of high traffic, including other recycling areas and toilet facilities.

Mini monsters were installed by volunteers and video screen media and web banners all contributed to a successful outcome and a campaign that brought fun and personalised attention to the issue.

The project tapped into a range of intrinsic values in the ‘stimulation’ and ‘hedonism’ zones, including self-direction, excitement in life and creativity, relying more on spill-over from Universalism values such as protecting the environment.

At the completion of the campaign, recycling volumes were greater than landfill for the first time and the project won the national design biennial award in the Design for Good, Sustainability category.
IN CLOSING
GOOD LUCK AND STAY POSITIVE!

There is nothing straightforward about changing our own behaviours, even when we have the best intentions. Encouraging others to want to make changes is even more challenging!

We hope this e-book provides you with more insight into what makes people tick, what can tick people off and how you can tick off different techniques in developing engagement models, communication campaigns and even ‘real world’ interventions to effect change.

If you’d like to know more, please consult the references and resources that follow and download the various PDF supplements provided for more in-depth information and exemplars.

And in closing, check out this campaign from Greenpeace that helped Lego change its relationship with an oil company.

A few years later, things seem quite different:

“We’ve made some great commitments. Part of this is who we are – inspired by our values and inspired by children. Our motto is ‘Inspire the builders of tomorrow’.

Tim Brooks, LEGO’s global head of environmental responsibility, April 2017

Lego now runs on 100% renewable energy. (Search Lego on YouTube to learn more about the company’s sustainability transformation ;)

>> Click to play.
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APPENDICES
Appendix A: Cognitive Biases

20 COGNITIVE BIASES THAT SCREW UP YOUR DECISIONS

1. Anchoring Bias. 
People are overly reliant on the first piece of information they hear. In a salary negotiation, whoever makes the first offer establishes a range of reasonable possibilities in each person’s mind.

2. Availability Heuristic. 
People overestimate the importance of information that is salient or easy to recall. A person might argue that smoking is not unhealthy because they know someone who lived to 100 and smoked three packs a day.

The probability of one person adopting a belief increases based on the number of people who hold that belief. This is a powerful form of groupthink and is reasonably impartial and often unproductive.

4. Blind-Spot Bias. 
Failing to recognize your own cognitive biases is a bias in itself. People notice cognitive and motivational biases most in others than in themselves.

5. Choice-Supportive Bias. 
When choosing something, you tend to be more positive about it, even if it is that choice has flaws. Like how you think your dog is awesome—even if it bites people every once in a while.

If the tendency to see patterns in random events is high to those gambling,扶植 allocate, like the idea that red is more likely to turn up on a roulette table after a string of reds.

7. Confirmation Bias. 
We tend to discount information that contradicts our preconceptions—some of the same reasons we are hard to have an intelligent conversation about climate change.

8. Conservation Bias. 
Where people favor prior evidence over new evidence or information that has emerged. People were slow to accept that the Earth was round because they maintained their earlier assumption that the planet was flat.

9. Information Bias. 
The tendency to seek information when it does not affect action. More information is not always better. With less information, people often make more accurate predictions.

10. Ostrich Effect. 
The tendency to ignore dangerous or negative information by “burying” one’s head in the sand, like an ostrich. Research suggests that investors check the value of their holdings significantly less often during bad markets.

11. Outcome Bias. 
Judging a decision based on the outcome—rather than how carefully the decision was made in the moment, just because you won a lot in Vegas doesn’t mean gambling your money was a smart decision.

12. Overconfidence. 
Some of us are too confident about our abilities, and this causes us to take greater risks in our daily lives, despite being more probable to bias than in people, since they are more convinced that they are right.

13. Placebo Effect. 
When simply believing that something will have a certain effect on you causes it to have that effect. In medicine, people given fake pills often experience the same physiological effects as people given the real thing.

14. Pro-Innovation Bias. 
When a proponent of an innovation tends to overvalue its usefulness and underestimate its limitations. Sounds familiar, Silicon Valley?

15. Recency. 
The tendency to weigh the latest information more heavily than older data. Investors often think the market will always look the way it looks today and make unwise decisions.

Our tendency to focus on the most easily recognizable features of a person or concept. When you think about mortality, you might worry about being maimed by a lion, as opposed to what is statistically more likely, like dying in a car accident.

17. Selective Perception. 
Allowing our expectations to influence how we perceive the world. An experiment involving a football game between students from two universities showed that one team saw the opposing team’s errors more than the other.

18. Stereootyping. 
Expecting a group or person to have certain qualities without having real information about the person. It allows us to quickly identify someone as friends or enemies, but people tend to stereotype and abuse it.

19. Survivorship Bias. 
As in the case where someone is focusing only on surviving examples, causing us to misjudge a situation. For instance, we might think that being an entrepreneur is easy because we haven’t heard of all those who failed.

Biologists have found that we live uncertain—e.g., if the counterproductive. Eliminating risk entirely means there is no chance of harm being caused.

Appendix B: Theory of Change template

THEORY OF CHANGE

By defining my goals and the path to reach them, I want to clarify my priorities.

Who is your key audience?

What is your entry point to reaching your audience?

What are the steps are needed to bring about change?

What is the means of your work?

What are the wider benefits of your work?

What is the long-term change you see as your goal?

I want to clarify my priorities by defining my goals and the path to reach them.

KEY ASSUMPTIONS

STAKEHOLDERS

Appendix B: Theory of Change template
Appendix C: Pencils of Promise theory of change

The Outcome Goal of Increasing Education

The behavior change is the outcome that change.

With multiple programs, secondary students

or teachers help youth.

Children, in grade

Parents & Young

Government

Communities in Laos, pop serves high need rural

Children and Change:

The outcomes for children,

Actions and evidence for education

Government support education in rural

Evidence and impact on strategy

Government implementation change and engagement

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The Change

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Communities in Laos, pop serves high need rural

Children and Change:

The outcomes for children,

Actions and evidence for education

Government support education in rural

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Appendix D: Changeology project design model

The Changeology model

A simple, universal model of project design for behaviour change.

A change project should:
- Offer exciting first steps
- Build an enabling environment
- Lower anxieties
- Align with desires

A cause of denial and what you want (i.e., make them want what you want) is a form of resistance. Beware of trying to alter people's motivations or desires for action or aligning with people's intrinsic motivations.

Successful projects present exciting invitations and opportunities for people to take their first steps on the journey of change, to achieve their desires, to create or modify environments to overcome their fears by expanding people's zones of comfort, and to help people achieve their goals. Here is where most work occurs in a change project.

Successful projects create or modify people’s environments to create ‘magnetic’ paths to achieve their desires (there’s lots of ways to do this).

Self-efficacy means I can help people overcome their fears by expanding their comfort zones. This is a cause of denial and resistance, but it’s also a key to behaviour change.

“I want” means your project should align with people’s intrinsic motivations or desires for action or betterment. Beware of trying to alter people’s motivations or desires for action.

“I can” means helping people overcome their fears by expanding their comfort zones. This is a key to behaviour change.

Successful projects create or modify people’s environments to create ‘magnetic’ paths to achieve their desires (there’s lots of ways to do this).

Successful projects present exciting invitations and opportunities for people to take their first steps on the journey of change, to achieve their desires, to create or modify environments to overcome their fears by expanding people’s zones of comfort, and to help people achieve their goals. Here is where most work occurs in a change project.

Successful projects create or modify people’s environments to create ‘magnetic’ paths to achieve their desires (there’s lots of ways to do this).
Following decades of research and hundreds of cross-cultural studies, psychologists have identified a number of consistently-occurring human values.

Early researchers into human motivations discovered a surprising consistency in the things people said they valued in life. After testing this finding many times and across many countries and cultures, they put together a list of repeatedly occurring values.

Rather than occurring randomly, these values were found to be related to each other. Some were unlikely to be prioritised strongly at the same time by the same individual; others were often prioritised strongly at the same time.

The researchers mapped this relationship according to these associations, as presented opposite. The closer any one value ‘point’ is to another, the more likely that both will be of similar importance to the same person. By contrast, the further a value is from another, the less likely that both will be seen as similarly important. This does not mean that people will not value both cleanliness and freedom, for example—rather, they will in general tend to prioritise one over the other. Values can thus be said to have neighbours and opposites. Based on these patterns of association—as well as their broad similarities—they were then classified into ten groups.

HOW VALUES WORK

Figure 2. Statistical analysis (dimensional smallest space analysis) of value structure across 68 countries and 64,271 people.

See page 68–69 for full definitions.

How do your answers to Exercise 1 relate to this?
### Building sustainability movements in a digital world

<table>
<thead>
<tr>
<th>Name, Age &amp; Occupation</th>
<th>What information might incite sustainable behaviour change?</th>
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<tbody>
<tr>
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<table>
<thead>
<tr>
<th>What’s their story?</th>
<th>Where do they get their information?</th>
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<tbody>
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<td></td>
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</table>

<table>
<thead>
<tr>
<th>What are their values &amp; goals?</th>
<th>What could motivate them to change their behaviour? Are there key movements of change?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>What are their current behaviours?</th>
<th>If we could tell these people one thing to get them to join the tribe, what what it be?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>If we could use one platform to reach them, what would it be?</th>
<th></th>
</tr>
</thead>
</table>