CYCLES: The simplest, proven method to innovate faster while reducing risks
A work from Bryan Cassady and 22 Innovation Experts

CHAPTER 28

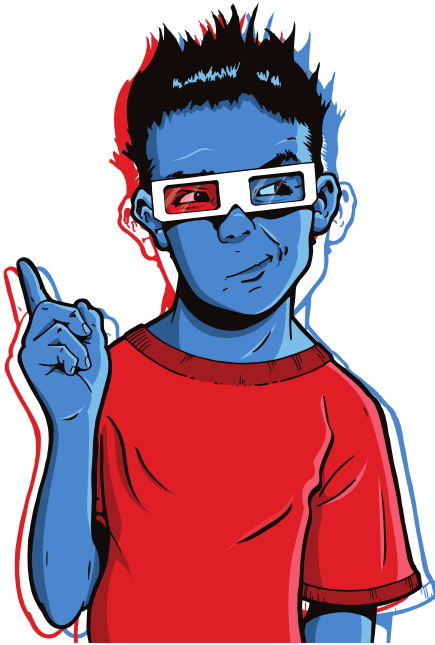## BRINGING IT ALL TOGETHER: USING BEHAVIORAL SCIENCE AND A HABIT-BUILDING APPROACH TO DELIVER SUSTAINABLE INNOVATION

> "What you know can change you. What you do can change the world."

AGNIS STIBE

CO-AUTHOR OF THE BOOK CYCLES

WHAT YOU WILL FIND IN THE CHAPTER

KEY TAKE-AWAYS

• **Habits** count more (much more) important than intentions.

•Habits start as behaviors

•There is a **6-step process** that usually works well to build new habits

1. Clearly define your aspirations.
2. Identify the behavior you will focus on.
3. Facilitate the new behavior.
4. Provide triggers for the new behavior.
5. Establish the new behavior as a habit through repetition.
6. Reinforcement.

•If you really want change to happen, start early, make change easy, don't forget to go step by step, and **make sure to recognize and reward change.**

YOU WILL ALSO GET A LINK TO SOME USEFUL CANVASES

CHAPTER FROM THE BOOK CYCLES

BRINGING IT ALL TOGETHER: USING BEHAVIORAL SCIENCE AND A HABIT-BUILDING APPROACH TO DELIVER SUSTAINABLE INNOVATION

*We are what we repeatedly do. Excellence then, is not an act, **but a habit***

ARISTOTLE

What you *know* can change you.
What you *do* can change the world.

I Have a Great Idea...

A senior manager walks into a bookstore and finds the latest, greatest, transformative idea for innovation. It has all the right words; Minimum Viable Product, pivots, customer engagement, iterations, etc. It has inspirational quotes from Steve Jobs and simple diagrams showing how innovation really works. The manager is enthused; this will transform the way the organization does innovation overnight!

This chapter was co-written with Agnis Stibe.

Back in the office, the senior manager shares that enthusiasm. Sensible middle-managers, seeing the way things are going agree that it certainly is a great idea. Smart people are seen carrying copies of the book into meetings. There are focus groups, they form a steering committee, and there is a big launch with compulsory attendance. The senior manager talks to all staff backed up by a dazzling PowerPoint presentation that uses cool graphics to explain how the new idea will improve the organization. There is applause. Maybe there is even a little cheering.

They hire consultants to hold workshops and brainstorming sessions where walls are covered in whiteboards and post-it notes that capture every new idea. The manager checks regularly, and anyone still doing things the old way is likely to face some difficult questions.

Gradually, the senior manager's enthusiasm begins to wane. Maybe the idea isn't quite so transformative as it first appeared? Perhaps the results aren't as dramatic or as rapid as anticipated? Gradually, quietly, people go back to doing things the same old way. No-one is seen carrying copies of the book anymore. Within three months, everyone has completely forgotten about the great new idea, and things go comfortably on much as they always have.

Then, the senior manager walks into a bookstore…

Does this sound familiar? It does to me because I have to confess that I have been that person in the bookstore, enthused by new knowledge. Maybe you have too? Many innovation initiatives begin in this way, and as a consultant, I am most commonly hired to:

- Introduce a clever new strategy.
- Motivate the troops.
- Jump-start the creative process.

These are all good and valid approaches, but, in my experience and all too often, they lead to a short-term boost but not a long-term, sustainable change. In an article in the Harvard Business Review, writer Steve Blank used the expression "*innovation theatre*" to describe a process that uses the props and ideas of successful innovation but ultimately does not deliver anything useful. As soon as I read this, it struck a chord; after more than four years of research and talking to more than four hundred companies, I have seen way too much *innovation theatre*.

This book tells you *what* you need to do to make innovation work. I know that the approach encapsulated by the ABCS is effective, but I do not want this to turn into more *innovation theatre*. That is why this chapter tells you *how* to use the ABCS to deliver viable, sustainable innovation. The key is not the ideas themselves, but the action you take based on those ideas. Being the smartest person in the room means nothing if you do not take the right action:

- Knowledge is not the same as doing.
- Learning is not the same as doing.
- Deciding is not the same as doing.
- Only doing is the same as doing.

I believe that the best route to effective, sustainable innovation is through a habit-building approach.

The Solution: Innovation as a Habit.

Most new initiatives begin by focusing on motivating people by announcing new strategies in a big launch and expecting change to follow. Unfortunately, this approach generally fails. The reason is simple; behavioral science tells us that motivation and incentives are not the most effective ways to get people to change what they do. The best approach is really quite simple; first, new behaviors are facilitated, and then controlled repetition of these behaviors create habits. Habits become the foundation of real and lasting change.

Habits can be established and managed, just like any other activity. The most effective route to reliable, consistent innovation is not about parachuting in another quick-fix, top-down new idea but instead using behavioral science to harness the power of habit to create a bottom-up culture of innovation based on the ABCS at every level of an organization.

Why Do Habits Matter?

What are habits in terms of organizations? There are many different definitions, but here is one you might want to think about; *"habits are the routine behaviors that the people in an organization perform automatically when no-one is watching"*.

The people in your organization are acting according to habit, right now, and every single day. Habits are fundamental drivers of human behavior. While processes and procedures may provide a formal framework, much of the organization's day-to-day operation is derived from habit.

That can be a problem because entrenched habits may be a barrier to change; you want to introduce new behaviors, but people will often revert to their old habits. However, if they are harnessed as part of a systematic approach, habits can be made to work to your advantage by becoming effective drivers for innovation.

New Habits Start as Behaviors.

The first step towards creating innovation habits is establishing new behaviors. The ABCS approach will help you to identify the new behaviors you need. The creation of these new behaviors lies at the intersection of two things; **willingness** and **ability**.

> **Willingness** is essential if you want to effect successful change. It is partly driven by motivation, perhaps backed-up with incentives. But motivation and incentives alone are not enough. The most common mistake I see is companies beginning innovation initiatives by focusing solely on motivation. If you drop someone in the middle of a river, they will be extremely motivated to get out. However, that will not help if they do not know how to swim!

If you focus on creating willingness without first giving people the abilities they need, they will drown when you drop them in the river. To avoid this, a focus on motivation must come *after* ensuring that the necessary abilities are in place.

There is another frequently ignored aspect of willingness. Willingness does not just come from external motivation; behavioral psychology tells us that *everybody* has an intrinsic desire to learn, improve, and succeed. This is closely linked to self-esteem and job satisfaction. The people in your organization already want to be involved in successful change, not just for the benefits it brings to the organization or due to incentives but also for personal satisfaction. The most effective new behaviors are built on the desire to improve at every level within your organization.

However, it is also essential to recognize that willingness is not a constant value. No matter what you do, motivation and enthusiasm ebb and flow both in individuals and in organizations. Effective initiatives must account for periods when motivation is high and use them to tackle difficult things and put in place processes, routines, and ideas that will maintain momentum when motivation is lower.
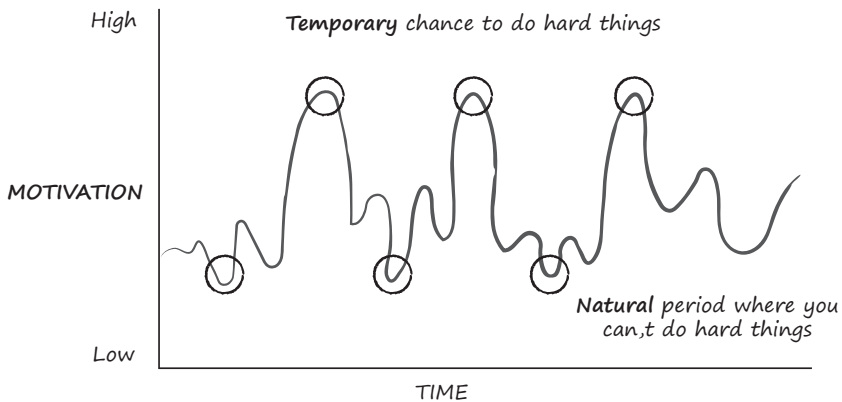
Source: Fogg, B. J. (2020). Tiny habits

When the wind is blowing, raise the sails and ride the waves of motivation!

Ability is generated through training, awareness-raising, and introducing new ideas into existing systems and processes. Ability is reinforced through "*learning by doing,*" where a collaborative culture allows people to undertake new ways of working within a safe, controlled environment.

Turning Behaviors into Habits.

I understand that you want positive change to happen as quickly as possible. That is why innovation solutions based on Great New Ideas that promise instant results are so attractive. The problem is that these approaches rarely produce something sustainable; instant change all too often leads to a gradual (or not so gradual) return to previous habits.

The habit-building approach does not promise instant results, but it *will* build a sustainable culture of innovation. Sustainable improvement takes time. It focuses on creating small changes that incrementally build to become the foundation for something that will persist long after the latest "*big idea*" has been discarded.

The root of the habit-building approach involves creating new behaviors that will then turn into habits. Behavioral scientists have spent a great deal of time researching how to change behaviors. B.J. Fogg, author and Director of the Stanford Behavior Design Lab, has developed a model that describes how behavior change happens by coupling willingness and ability with environmental triggers that provide prompts for the new behavior.

You can offer incentives to support the new behaviors, providing a *Transaction,* a short-term boost. You can establish a longer-term incentive program, which may provide a *Transition* that will last a little longer. However, the ideal situation is a *Transformation,* a permanent change that operates continuously without special incentives. That is what happens when you turn behaviors into habits.
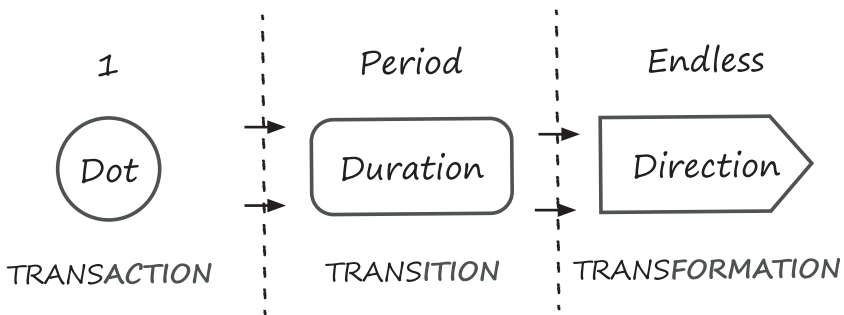
Source: Stibe, A. (2019). Accelerating Business Transformation

There are 6 distinct steps to achieving transformation:

1. Clearly define your aspirations.
2. Identify the behavior you will focus on.
3. Facilitate the new behavior.
4. Provide triggers for the new behavior.
5. Establish the new behavior as a habit through repetition.
6. Reinforcement.

1. Clearly define your aspirations

The start of the behavioral transition is to identify what you want. Suppose you are looking to create a more innovative organization. What does this mean to you? How would you know the change has happened? At this stage your goals are big, but in just a minute we are going to go from BIG to tiny..

2. Identify the behavior you will focus on

We have all heard the expression, aim for the stars, and you won't come up with a handful of mud. That is great to start, but you'd lose motivation fast if you tried reaching for the stars all the time. Why; no matter how hard you try, you'll never reach them. The right solution in organizational transformation is to break your aspirations down into specific behaviors. Only then focus on a behavior where success is possible. When I do this with the client, I use a two-step process. In step one, a swarm of behaviors that could be done now are identified. In his great book Tiny Habits, BJ Fogg calls this crispification. Crispification break an aspiration into things you can do:

Crispify "What are behaviors that could be done now?"

**How: Write your big habit in the center
List supporting behaviors**

Behavior	**Swarm of behaviors**	Behavior
Behavior	**The Big Habit**	Behavior
Behavior		Behavior
Behavior		Behavior
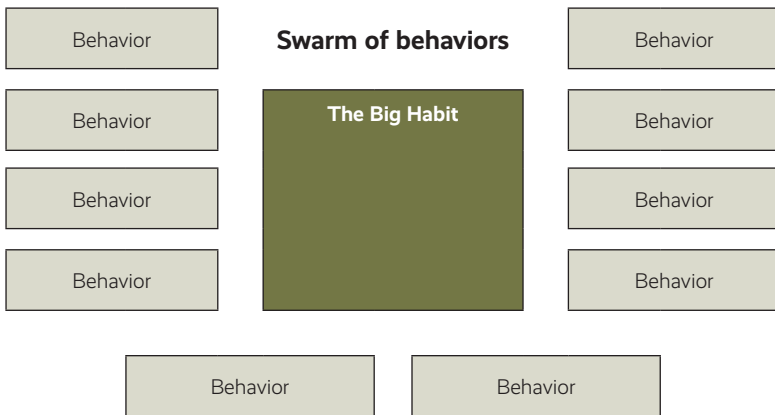
Behavior	Behavior

Source: Fogg, B. J. (2020). Tiny habits

Then (and this is the most crucial bit) sort these behaviors by impact and ability to do them. The easiest way to do this is to create a short graph like the one below. When you have things sorted, select a single ***or very small group*** of behaviors that could be done now. Note: if you're serious about habit change, "*Tiny is mighty*" first start small and grow over time.

Instructions: Rank order your specific behaviors by impact and effort required. Eg: Behavior 1 = High impact / Hard

High Impact

Behavior 1

Search Here

Hard

Low Impact
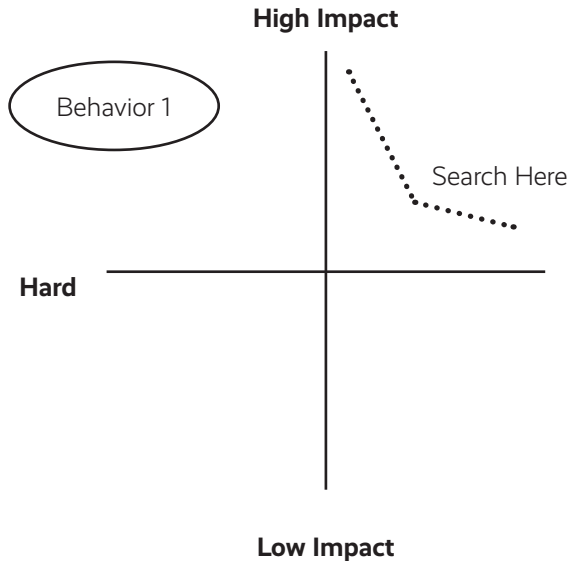
Fogg, B. J. (2020). Tiny habits:

3. Facilitate the new behavior(s)

Facilitation means creating a readiness to adopt new behaviors by making sure people are willing and able to undertake them. As described, this involves using training and awareness-raising to change how people think about their role, but it also means changing how they think about themselves. When people are encouraged to act differently, they begin to think about their roles in new and positive ways. We are what we do; innovators innovate. Enable your people to think of themselves as innovators, and they will innovate.

For example, you might put in place a process to encourage employees to raise improvement suggestions. This can help make employees feel as though their ideas are valued though you must also have a process to capture, evaluate, give feedback, and celebrate those suggestions. Employees learn to think in terms of innovation, and management learns to value and use the ideas raised.

Start small and share wins across the organization. Publicize and celebrate these wins to ensure that innovation is regarded as something to which everyone can contribute. You may be surprised at just how quickly a desire to become part of an innovation culture spreads!

4. Provide triggers for the new behavior

Create cues within systems and processes that act as reminders of the every-day importance of innovation behaviors. Make sure people know how to raise improvement ideas and believe that these will be valued. Add time for raising improvement ideas in the agendas of regular meetings. Include innovation successes in newsletters and progress reports. Produce reminders and hold regular meetings to discuss and analyze progress and learning and scope for further improvement.

Your target is to create an environment where innovating is a logical and understood part of the workflow. It should regularly remind people that they have the skills and abilities they need to innovate and ensure that they retain the willingness to make those choices.

5. Establish the new behavior as a habit through repetition

There is no short-cut to turning behaviors into habits. Most estimates suggest that it takes anything from sixty to one hundred days of repeating a behavior before it develops into a habit. New habits cannot be achieved overnight by offering incentives; they must be nurtured and encouraged until they become automatic and unconscious.

6. Reinforcement

Embed new innovation behaviors in processes and systems. Make them part of business-as-usual. Ensure that they are shared and understood across the organization and used for long enough to become habits. At that point, you will achieve critical mass, and the new behaviors will become self-reinforcing habits. They will form the basis for a whole new culture that supports growth, and entirely new motivations and strategies will emerge.

Creating an Environment Where Innovation Habits Thrive.

To encourage the habits you need, you must create an environment that encourages people to engage in key innovation behaviors as part of their daily work. Innovation is always going to be optional. To make it an everyday reality, you must identify and remove the barriers that might prevent it and create a situation where people feel that they have a right and a responsibility to be creative.

When innovation becomes a habit, this encourages people to think about improvements in their day-to-day work and makes them think of themselves more generally as innovators. Then, when you create a team to work on a specific innovation project, the team members already have the right mindset.

Four years ago, we started a research program to identify the drivers of innovation success. What we found was that the most successful companies adopt these approaches when they introduce new innovation behaviors:

- Committing to higher objectives (Purpose).
- Learning systematically (Process).
- Sticking to the course (Persistence).
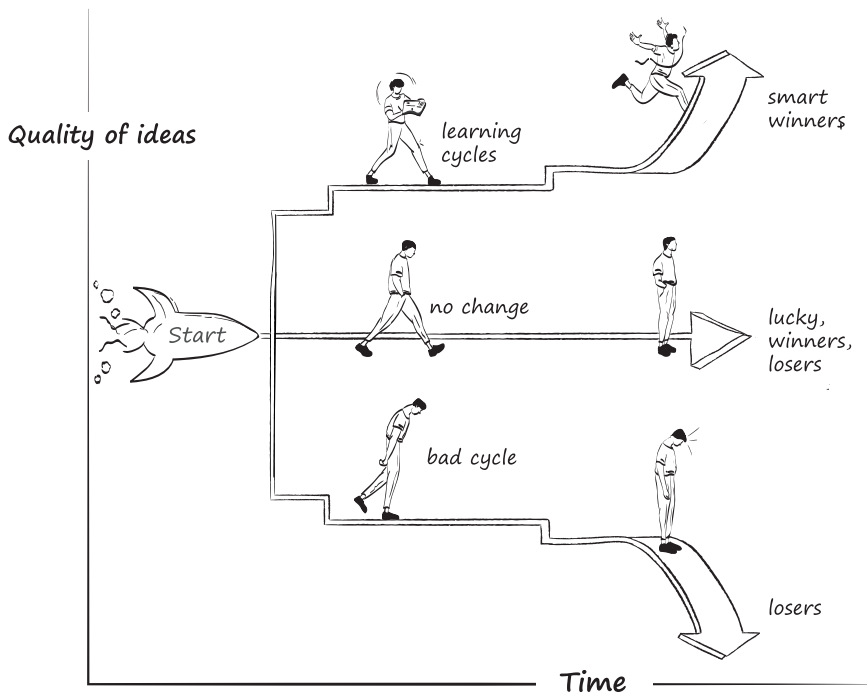
Purpose is about alignment, knowing where you want to be, how you will get there, and communicating this clearly. Your first job is defining what needs to change and why and ensuring this is understood across the organization. It is a vital first step but do not make the mistake of thinking that this alone will be enough to change existing behaviors.

Take healthy eating, for example. We all know it's a good idea, but many of us do not do it. Why? Part of the answer is that "*healthy eating*" is too abstract to promote sustainable new habits.

Research shows that it is much more effective to focus on lower-level behaviors that people can adopt. For example, the advice "*buy 1% fat milk*" has proved very successful in helping people transition to healthier eating. Once they start to consider the benefits of 1% milk, they also begin to think about other foods in similar ways, leading to healthier overall food choices that then become habits.

Precisely the same thing applies to changing innovation habits. Just telling people that you want them to innovate is not helpful. Find specific instances of positive innovation behavior, no matter how small, and share these rather than talking about larger but more abstract concepts. Try to find equivalents to "*buy 1% milk*" within your organization and embed these into systems, processes, strategies, policies, and updates.

Process is about integrating the behaviors you have identified into existing workflow and using feedback to refine and improve these over time. In business and nature, it is not the strongest or the smartest that dominate, but the most adaptive. In business, that means mastering active learning.

Active learning means that acquiring knowledge is not an abstract process; learning is used in a practical way to move things on. Feedback is used to assess how behaviors can be improved. Nothing lasts forever, and every system and behavior must be continually analyzed and assessed. Innovation habits lead to continuous improvement through systematic, active learning.

Persistence is about continuing to refine and improve until you achieve your goals. The world has an abundant supply of talented, intelligent people, yet few accomplish anything significant. What sets truly successful people apart from the merely talented is not a higher level of natural ability but something much more mundane; *persistence*. The common denominator of history's great men and women is simply that they *did not give up*.

The habit-building approach is long-term, and persistence is key. Persistence also ensures that your organization keeps moving forward. Too many initiatives oscillate between competing goals such as change and stability or short and long-term growth. This oscillation gives the illusion of movement, but habit-building provides something different and much more useful; genuine, consistent, steady progress in the right direction.

Start Now, Launch Later.

I hope that you are excited by the ABCS of innovation. You may feel sufficiently enthusiastic that you want to have a big launch to tell everyone about it.

Stop!

If you intend to use a habit-based approach to innovation, the most effective method is to get the new habits embedded and working *before* going for a company-wide launch. Think of this as a stealth approach to innovation; you will plant seeds that will begin to grow before you go public about what you are doing. This early implementation does not have to be across the whole organization. Go for quick wins, departments, divisions, or people where it is easier to embed new innovation habits.

Continue to operate in stealth mode until you are sure you have new innovation habits in place in at least some parts of the organization. When you finally launch, you are not talking about an aspiration or a theory but rather about sharing something already in place and working.

Management telling employees that they have (another) great idea is one thing. Far more effective is having employees who are already using and benefitting from the new approach take part in a launch to share their experiences and become evangelists for the new way of thinking. It is also a great way to increase willingness to try the new approach.

A new paradigm

Strategy
Culture
Systems

Big Changes
➤
New Habits

Systems
Culture
Strategy

Ongoing Changes
➤
Better Culture, Better Strategy and New Habits
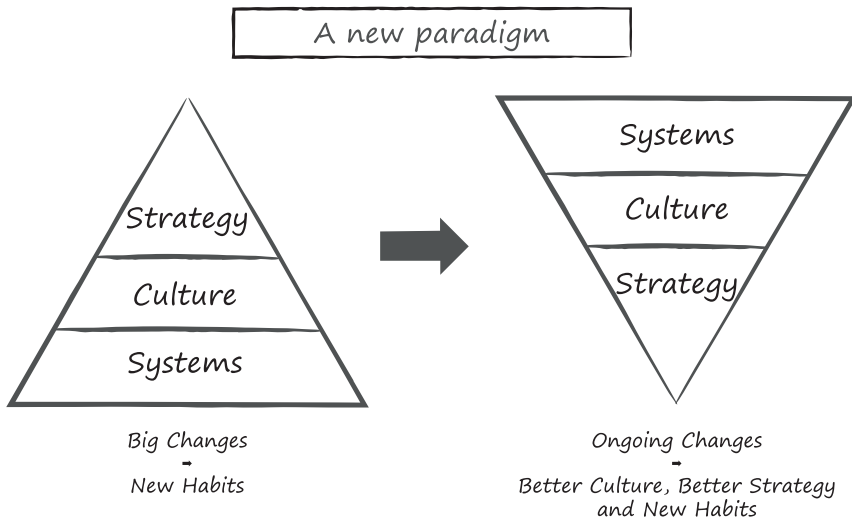
Another good reason for holding off on a launch is that several studies have shown that people lose interest in change efforts if they do not see anything happening within one hundred days. If there is no visible change soon after a launch, the initiative is much more likely to fail. If you wait to launch until you already have a visible change, you avoid this potential trap.

Start small, with targeted departments, divisions, or people. Keep it low-profile and:

- Commit to a general direction.
- Provide management training.
- Ensure management are fully engaged.
- Provide regular updates on progress.
- Provide people training.
- Put in place support for quick wins.

Only when these things are in place, the new habits are embedded in selected areas, *and* you can demonstrate progress is it time to think about a wider launch. At that point, you need to:

- Make an announcement.
- Ask for support to share ownership.
- Keep the process (and progress) visible.
- Most importantly, celebrate wins that already exist and use early implementers to spread new behaviors to other parts of the organization.

Keeping Innovation Habits Embedded.

When you begin to see small wins from new innovation habits, share these across different parts of the organization. Use these to establish new behaviors that will grow into habits that help employees to see themselves and their roles in a new way. Help people think of themselves as innovators and ensure that management lead by example!

Think about how you can make small improvements that will encourage new innovation behaviors. If we return to the healthy eating analogy, it is logical to make sure that you do not have junk food at hand. Remove things in your organization that makes it too easy to revert to old behaviors. If there are people or processes in your organization that inhibit innovation, think about how to negate their effect or convince them to stop resisting change.

Fortunately, it is unnecessary to persuade every person in an organization to be on board for a new initiative to succeed. Behavioral science provides the 10% rule; when a minimum of 10% of any group strongly believes, that belief will spread to most of the group. If 10% of your people adopt innovation habits, these *will* spread.

The building and embedding of innovation habits is about working on a continuous increase in your organization's everyday innovation capacity. Think of this as building up your organization's innovation muscles. You can assess how effective this is by measuring the number of people trained, how often they generate innovation, and how widely this is spread across the organization.

Are there divisions that just do not seem to have the innovation habit? Look at these, find the barriers, and work on removing them. Is your training providing the abilities needed for innovation? If not, find out why and identify what needs to be changed.

Now Is a Good Time to Start.

For many people, change can be intimidating. How many times have you heard; *"We tried that, but it didn't work"* or, *"What we're doing works, so why change?"* or, *"I'm just not sure this is the right time for…"* Some of these may come from a genuine concern for the organization, but many are knee-jerk reactions against change. Any change.

By avoiding the Big-Launch approach and embedding new innovation habits at a low level before you begin talking about them, you can prevent many potential problems.

Establishing new behaviors and turning them into habits will take time, so you need to start *now*. Thinking about change is useful, but thinking does not provide learning, and it will not deliver what you need. Use the ABCS to understand what you need to do and start doing it.

One of the things I suggest that you *do not* do is appoint an "*Innovation Champion*". Studies show that creating such a role with access to separate funding streams can foster a perception of competition with existing departments. Even worse, if you have an Innovation Champion, innovation successes may be seen as belonging to that role. Instead, make it clear that the creation of innovation habits applies to the organization as a whole, not to a single role. Innovation wins can then be celebrated as belonging to everyone.

Innovation Habits: Rules of the Road.

Focusing on three key factors will best support the creation of new habits:

Start small. Focus on one thing at a time. For example, once a week, a marketing executive might start listening to customer service calls. Something as basic as a weekly assessment can help to stimulate innovation by taking a moment to ask, "*how can I work smarter and do better next week?*". Or perhaps people can be persuaded to commit to bringing one innovation idea to every quarterly performance review?

Individually, none of these things will transform your organization but remember that 80% of successful innovation is about incremental change, not a Big Idea for a new product or service.

Enact the new habit with regularity. The more we do something, the more likely it is to become a habit. Persistence is critical, both for management and employees.

Weave new habits into existing processes. To establish a new behavior, it is best to blend it with the current workflow; intertwine it with things the organization already does regularly, building in cues and triggers that move people towards including the new behavior as they go through a familiar routine. That will make it possible to turn the behavior into a habit quickly. Innovation habits cannot be separated from existing systems.

Final Thoughts.

> ## "There are no quick wins in business –
> ## it takes years to become an overnight
> ## success."

RICHARD BRANSON

Do you want to know the real secret of transforming your business overnight? The secret is; it cannot be done. What might seem to be an overnight success is simply the tip of the iceberg, the visible manifestation of lots of preceding time, effort, and hard work that remains unseen. That is the problem with quick-fix approaches to innovation or any other business transformation; they simply cannot deliver what they promise because overnight success is a myth.

Implementing the ABCS of innovation using the habit-building approach is not a "*secret sauce*" that will instantly change everything. Sorry about that. It will take time and effort, and change will only emerge gradually and at first, probably on a small scale. The good news is that it actually works, unlike instant solutions, bringing lasting change.

Use the ABCS to understand where you are now and what you need to change. Take it one thing at a time, but find something you can tackle right now and start doing something about it. Knowing what to do is great, but change will only come when you use that knowledge to act.

Remember that this is not an initiative that will last a few months; it is a lifestyle change for your organization. You cannot just tell people to adopt innovation habits (well, you can, and I have seen it but, trust me, it does not work).

Create an environment that makes the new behaviors you need possible and then nurture and facilitate these until they become habits. Do it right, and people will innovate not just for the organization but for themselves, and they will do it every day and at every level.

Go step-by-step, and you can make innovation (or anything else) an organizational habit.

If you're serious about making innovation a habit, here are some last canvases to help you get started now.

Key Take-Aways

- We are what we repeatedly do. Excellence then is not an act, but a habit.

- New habits start as behaviors. When your motivation is high, work on making future behavior easier.

- If you want something to happen consistently, focus on creating triggers, then build habits through reward and repetition.

- Effective innovation is a journey; it is less about big bangs and more about what you do every day.

- If you want long-term change, start small, then work on repetition and weaving new habits into your existing activities.

Next Steps: Long-term innovation success goes to those that make systematic innovation a habit. Use the canvases that follow to start building habits for success. This step-by-step process focusing on small behaviors, repetition and rewards will help in this process.

Chapter 28A

Bringing It All Together: Using behavioral science and a habit-building approach to deliver sustainable innovation

30-45
Minutes

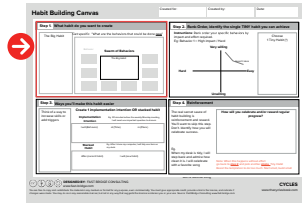| **Objectives**	**Deliverables**	**How to**
To identify behaviors that are linked to a habit you want to make happen.	A swarm of behaviours linked to a big habit.	Step 1: Describe your big habit Step 2: Write your big habits as a few keywords in the center of the canvas Step 3: List behaviors you'd associate with this habit

The Full Habits Building Canvas

Step 1. What habit do you want to create

The Big Habit
(describe it)

Get specific "What are the behaviors that could be done <u>now</u>"

How: Write your big habit in the center
List supporting behaviors

Behavior

Swarm of Behaviors

The Big Habit

(*) this and the other habit canvases are inspired in part by Tiny Habits by BJ Fogg

How do you know if you have done this canvas right ?

CHECK LIST

☐ As you work to identify behaviors, be specific.
☐ Try to ensure each behavior you list could have a real impact.
☐ Remember to think small. Many big habits are the result of many small, consistent behaviors

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Chapter 28B

Bringing It All Together: Using behavioral science and a habit-building approach to deliver sustainable innovation

30-45 Minutes

Objectives

To identify one tiny habit (*) that you would like to focus on.

Deliverables

Rank order your specific behaviors categorized by impact and effort required.

How to

Step 1: Drag your habits to the right part of the chart.
Step 2: Further analyze behaviors in the upper right portion of the chart.
Step 3: Choose one behavior you'd like to work on making happen more consistently. This tiny habit can be used to create a bigger habit.
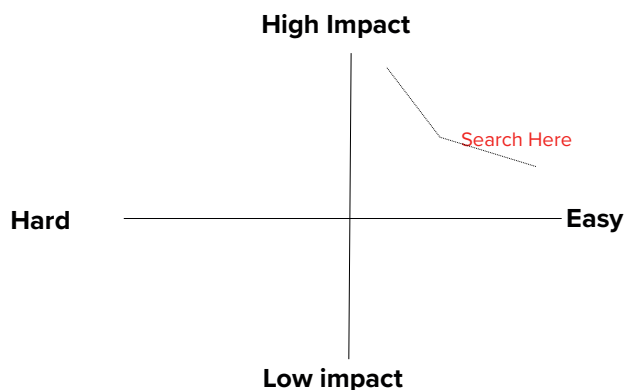
The Full Habits Building Canvas
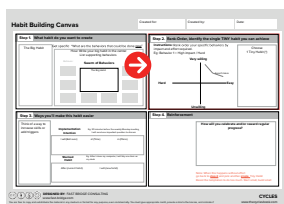
Step 2. Rank-Order, identify a single TINY habit to focus on

Instructions: Rank order your specific behaviors by impact and effort required.
Eg: Behavior 1 = High impact / Hard

**Choose
1 Tiny Habit (*)**

High Impact

Search Here

Hard ——————————— **Easy**

Low impact

(*) this and the other habit canvases are inspired in part by Tiny Habits by BJ Fogg

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How do you know if you have done this canvas right ?

CHECK LIST

- ☐ When you try to assess impact, don't think about the impact of one time, but focus on the impact of this behavior consistently done.
- ☐ Remember some things that are hard at the start get easy over time. When assessing the effort required think about the long-term effort required.
- ☐ Choose one behavior that you think can do consistently and if possible one that will help generate other positive behaviors.

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Chapter 28C

Bringing It All Together: Using behavioral science and a habit-building approach to deliver sustainable innovation

30-45 Minutes

Objectives
To make it easier to consistently do the tiny habit you want to focus on.

Deliverables
1 implementation intention
1 stacked habits

How to
Imagine what typically happens before the desired behavior. Think about how you could build skills/talent that would make the behavior easier.
After you have written one implementation intention and the one stacked habit choose one you'll use to spark behavior in the future.

The Full Habits Building Canvas
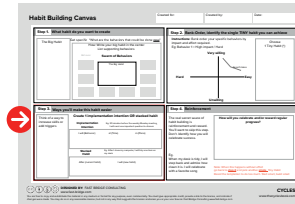
Step 3. Ways you'll make this habit easier

Think of a way to increase skills or add triggers	**Create 1 implementation intention OR stacked habit**

Implementation Intention

Eg. 30 minutes before the weekly Monday meeting, I will send one important question to discuss

I will (Behavior)	at (Time)	in (Place)

Stacked Habit

Eg. After I close my computer, I will tidy one item on my desk

After (current habit)	I will (new habit)

(*) this and the other habit canvases are inspired in part by Tiny Habits by BJ Fogg

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How do you know if you have done this canvas right ?

CHECK LIST

- [ ] As you write your implementation intention, make it clear, simple and specific.
- [ ] When looking for stacked habits, investigate current strong habits you could leverage. (E.g. if you get a coffee every morning when you start, what could you do on the way to coffee machine)
- [ ] Think actively about cues. What cue(s) would make it clear you need to take action?

tiny.cc/M-habits-template

Chapter 28D

Bringing It All Together: Using behavioral science and a habit-building approach to deliver sustainable innovation

30-45 Minutes

Objectives

To identify rewards to increase the likelihood your behaviors will become long-term habits.
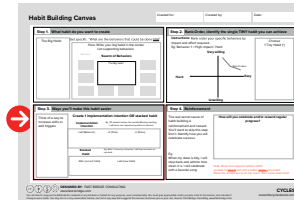
Deliverables

At least one way you will celebrate is when you do the behavior you want to promote.

How to

Think about how it feels to do the behavior you are interested in reinforcing. How could you make this more positive? List at least 2-3 ways to reward and reinforce your desired behavior.

The Full Habits Building Canvas

Step 4. Reinforcement

The real secret sauce of habit building is reinforcement and reward. You'll want to skip this step. Don't. Identify how you will celebrate success.

Eg.
When my desk is tidy, I will step back and admire how clean it is. I will celebrate with a favorite song

How will you celebrate and/or reward regular progress?

Note: When this happens without effort go back to **step 2** and pick another **single** Tiny Habit
Resist the temptation to do too much. Start small, build small

(*) this and the other habit canvases are inspired in part by Tiny Habits by BJ Fogg

How do you know if you have done this canvas right ?

CHECK LIST

- [ ] Have fun. Think about things you enjoy. Focus on ways to enjoy taking on the task; when you enjoy it is more likely it will stick.
- [ ] Too often, we focus on failure. Instead, think about ways to reward even small successes.
- [ ] Make the reward consistent and immediate. Don't reward success too late.

Next Up: Reading a book is a great way to discover new tools and methods. But the key to mastery is to put your ideas into action. You can sign-up for one of our 5-day courses or ask us to help run a 5-day or a 5-week sprint. The appendix that follows gives some advice on how you might use what you have learned here in a sprint.

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Agnis is a 4x TEDx speaker, MIT alum, and YouTube creator. Globally recognized corporate consultant and scientific advisor at AgnisStibe.com. Provides a science-driven STIBE method and practical tools for hyper-performance. Academic Director on Artificial Intelligence and Professor of Transformation at EM Normandie Business School. Paris Leader of Silicon Valley founded Transformative Technology community.

At the renowned Massachusetts Institute of Technology, he established research on persuasive cities for sustainable wellbeing. His change method is helping millions to gain confidence and build resilience against everyday circumstances. It will help you achieving stressless hyper-performance at work and certainty in life.

In his vision, business acceleration and societal wellbeing can be achieved through purposefully designed innovations that successfully blend technological advancements with human nature.

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Bryan is a passionate believer in anyone's ability to innovate and build new businesses. He has personally built 11 companies in 6 countries, with eight of these making money.
For the last eight years, Bryan has been coaching startups and scale-ups and trying to help larger companies regain the spirit of startups. He has taught at the KU Leuven, The Solvay business school, EDHEC, ESCLA, and been a guest lecturer at the University of Chicago, INSEAD, Cornell, Berkeley, and many other schools.
He has also led programs like Founder Institute Brussels and the European Innovation Academy. This book results from four years of research with over 400 companies on what really drives innovation success.
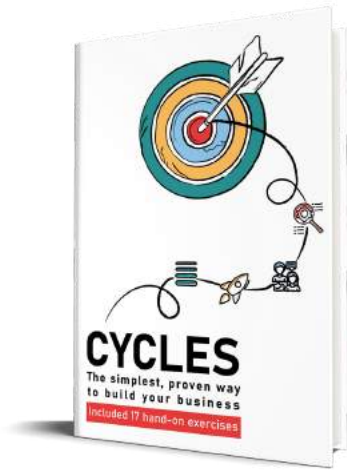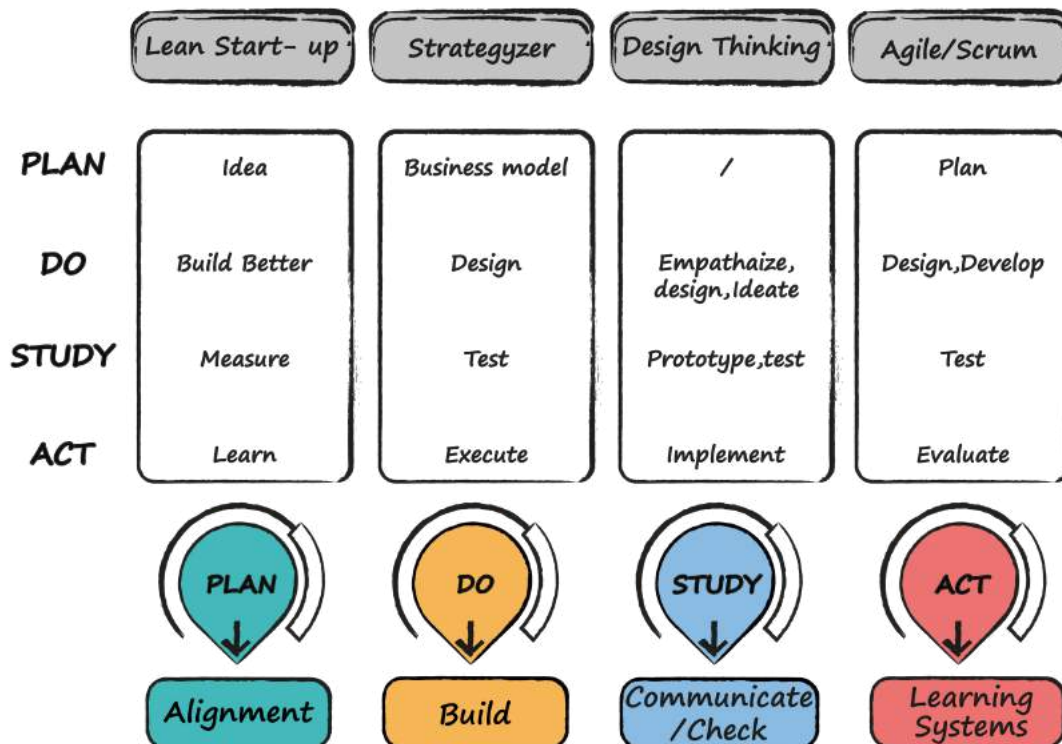
BOOK CYCLES

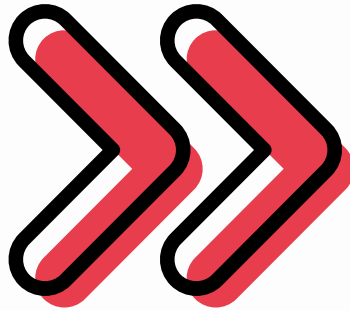**Standing on the shoulders of giants...**

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This book builds on these ideas, but thanks to the expertise of 22 co-authors, goes one step further.

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	Lean Start- up	Strategyzer	Design Thinking	Agile/Scrum
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DO	Build Better	Design	Empathaize, design, Ideate	Design, Develop
STUDY	Measure	Test	Prototype, test	Test
ACT	Learn	Execute	Implement	Evaluate
	PLAN ↓	**DO** ↓	**STUDY** ↓	**ACT** ↓
	Alignment	Build	Communicate /Check	Learning Systems

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