

# DOGMAS

## for behavioral design in strategic planning

*Working with strategic planning and execution involves juggling vast financial resources and business-critical processes while also affecting a lot of people. Integrating behavioral design into strategic planning, changes and projects generates better conditions for success.*

*Behavioral design is the name of cross-disciplinary methods used to identify and influence human behavior. It conforms to evidence-based understanding of the ways that humans make decisions.*

*In order to operationalize working with behavioral design, we have come up with five dogmas that pervade our approach to strategic planning, changes and projects.*

1

### Change requires adequate capacity

If an organization or its key employees are fully occupied with other activities, it is impossible to cross the finish line. Consider whether certain activities can be put on pause or scaled down, or whether it is possible to increase capacity. Do not initiate a change process without ensuring that there is adequate capacity.

2

### Changes must be attractive, simple and concrete

If a desired change is perceived as being complex, meaningless or abstract, people will not feel motivated to go along with the guidelines. Explain the purpose of the change and break it down into simple and specific actions.

3

### Little changes lead to big changes

Big changes made over a short period of time are often unsuccessful and are usually not sustained in the long-term. People are better at handling smaller changes that are clearly laid out. Consider whether the change process could be implemented in several small steps over a longer period of time.

4

### Pragmatic implementation of behavioral design

For most of us, behavioral design is a new and complex discipline. It is important to make it as easy as possible to get up and running. Integrate behavioral design into activities, methods, strategies and execution.

*These dogmas were developed by Sune Dybdal and Kristian Sørensen from IT ADVISORY, who advise businesses on IT strategy and strategic projects.*

*It is our hope that these dogmas can inspire businesses, leaders and employees to take basic human nature and behavior into account when implementing changes. Doing this increases the success of strategy execution and other big change processes.*

*"Dogmas for behavioral design in strategic planning" is licensed under Creative Commons Attribution 4.0 International.*