

# VERANDER

## Instituut @Verbeeten

[leanverbeeten.nl](http://leanverbeeten.nl)

## **From implementation to internalization: HOW?**



# A systematic and multidisciplinary approach of changing behavior in healthcare

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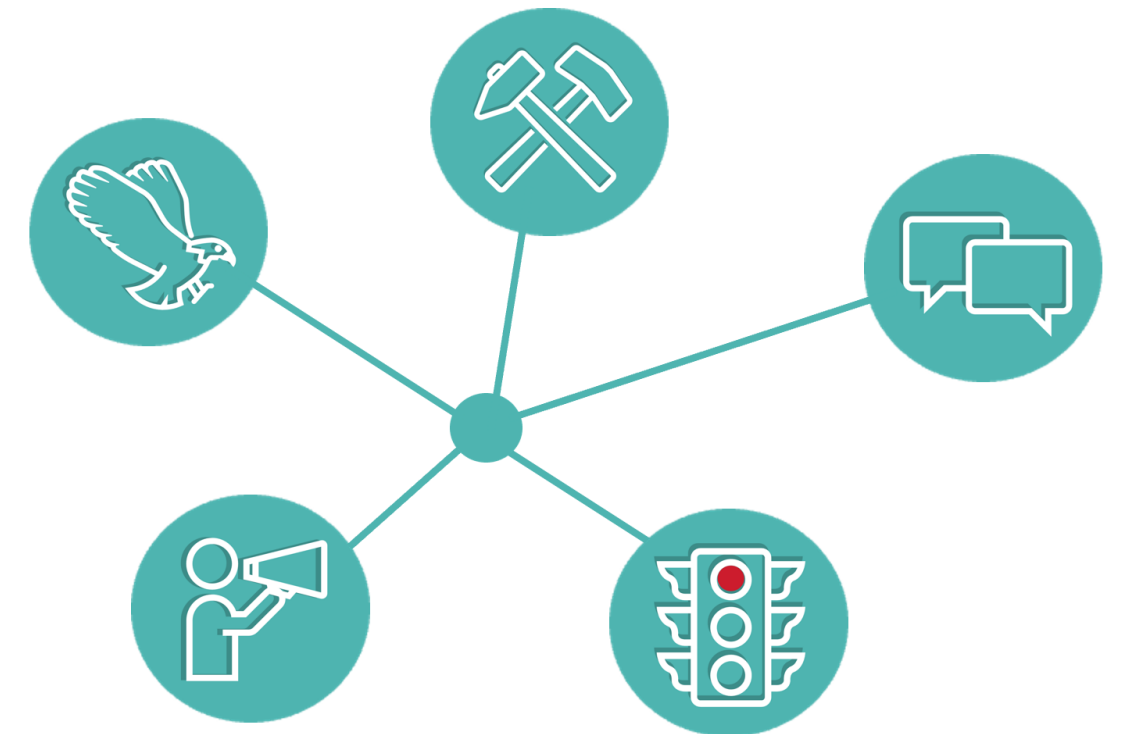


**Linda Youssef**  
Lean Coach &  
social psychologist

***Samen Leren, Samen Veranderen!***



**We want to contribute to a more beautiful society**  
by building appropriate and well-arranged care, education  
and housing options for everyone



Care & Cure

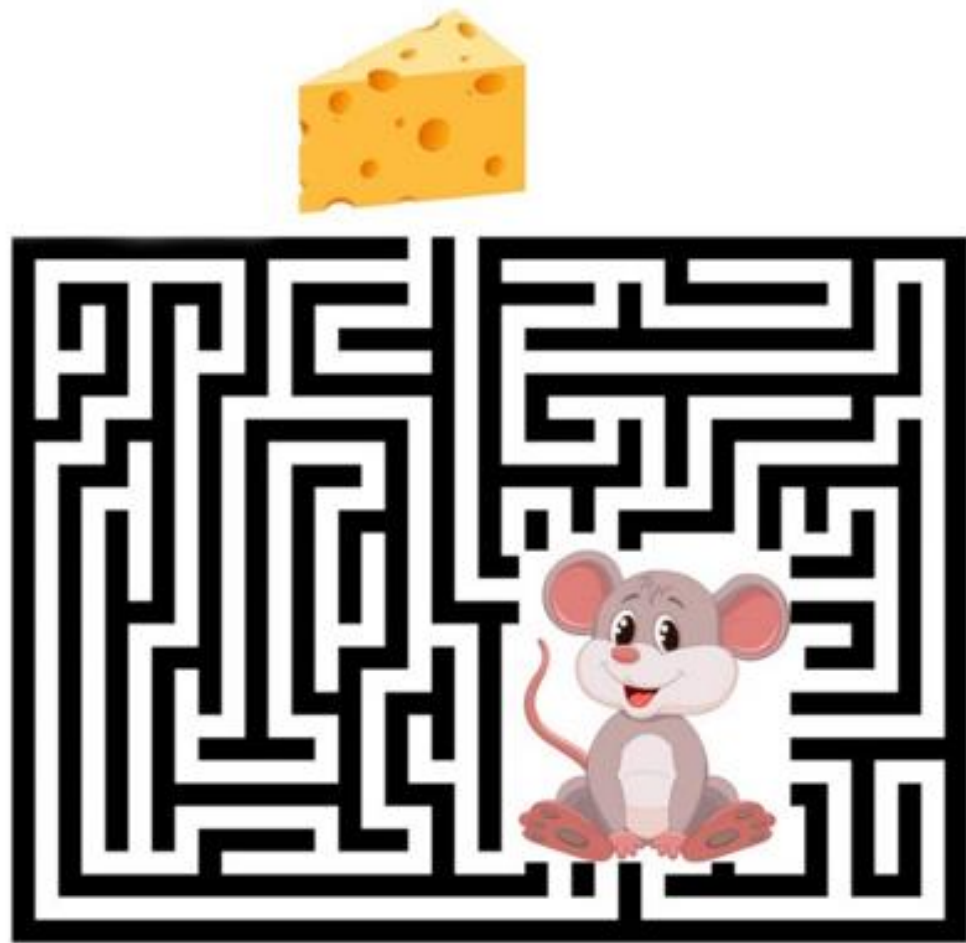


Education



Housing





**VS**

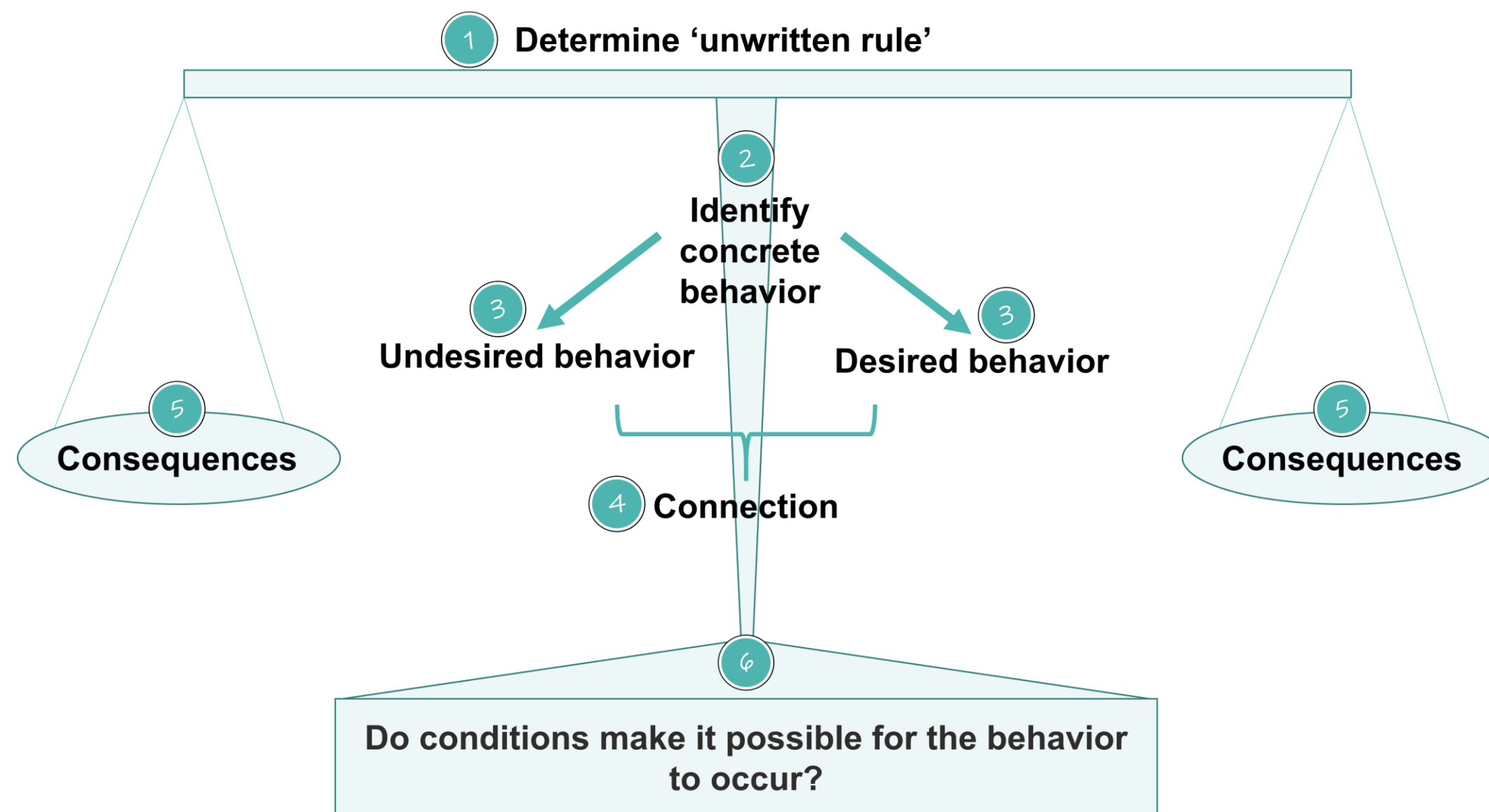


**Effective behavioral change is often counter-intuitive**

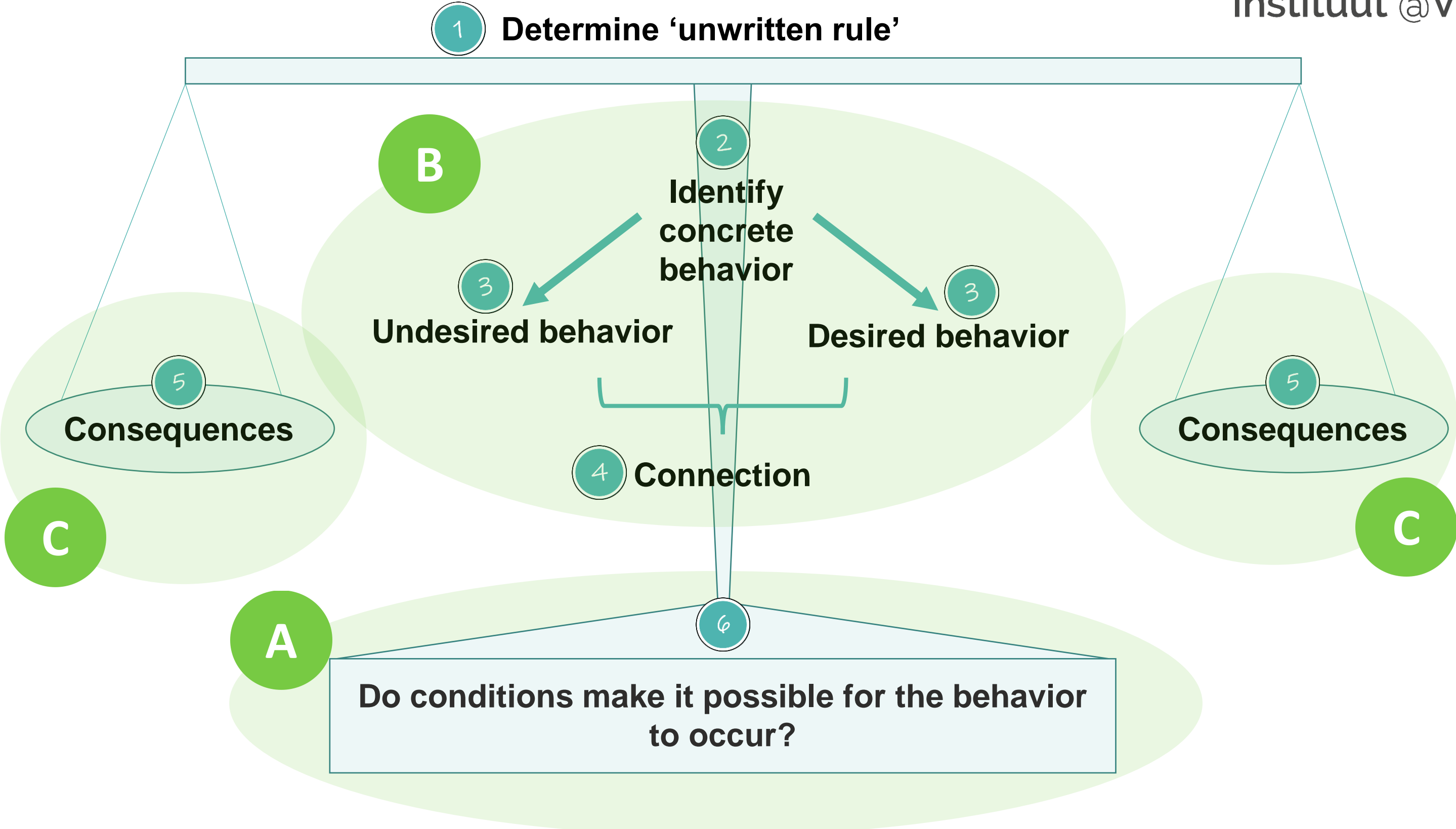
**Things we learned about behavioural change from management literature  
might not be as effective as we think**

# Using a framework

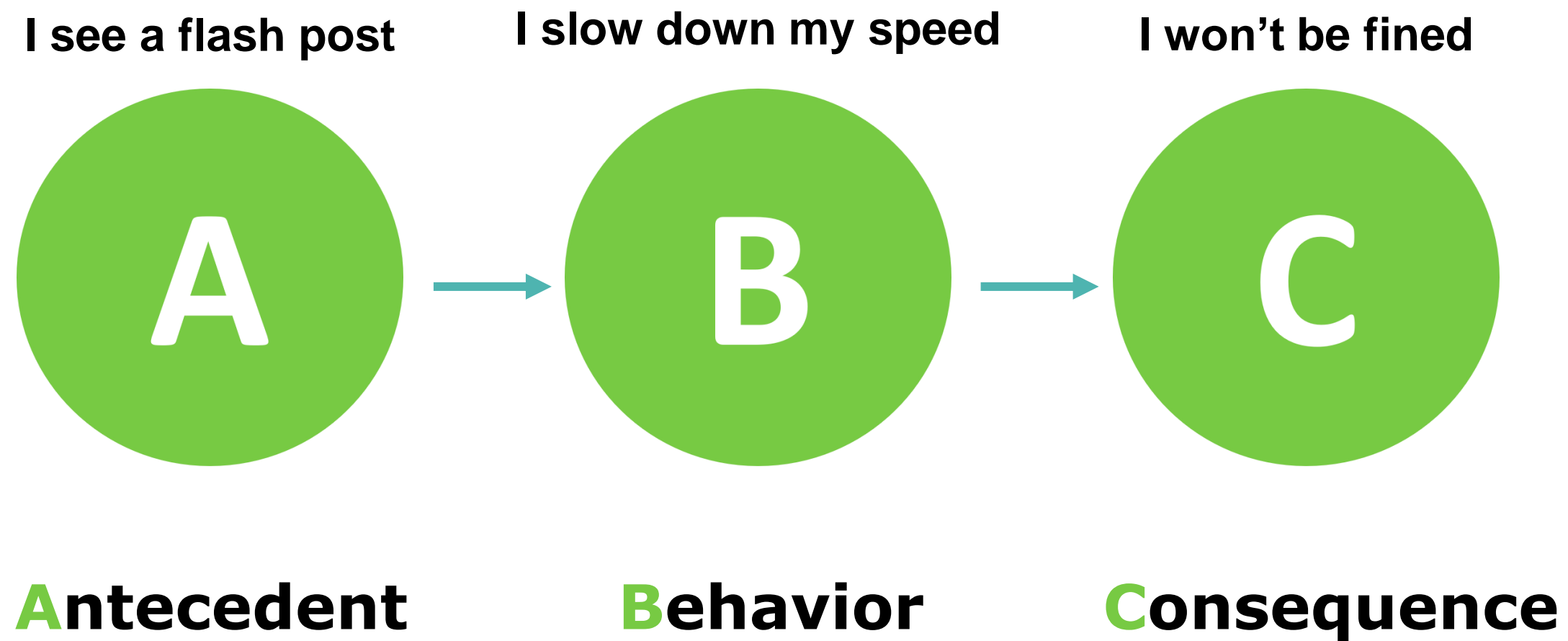
Working step by step towards desired behavior



# Roadmap to change



# The ABC model





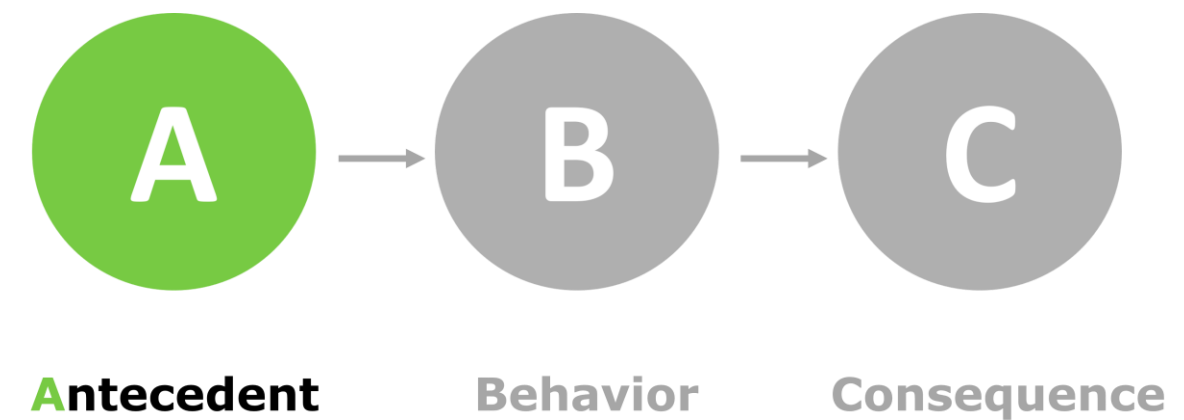


**All the things that happen leading up to a behavior**

## Antecedents

e.g.

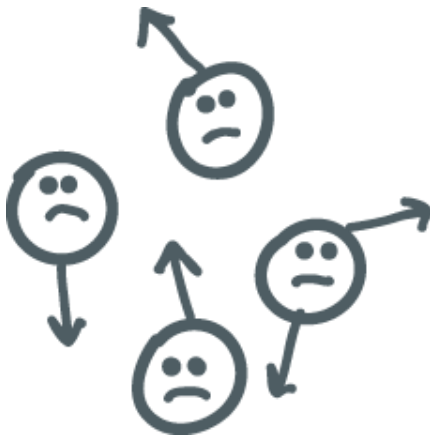
- Triggers
- Requests
- Appointments
- Reminders
- Questions
- Signs
- Other communication





# What is desired behavior?

## Undesired behavior



### Accepted

- Being absent at improvement sessions
- Ignoring emails
- Not contributing to an improvement project at all

### Not accepted

- Manager taking ownership over every improvement project herself
- Manager taking over the tasks of the team regarding improvement projects

## Desired behavior



### Accepted

- Actively participating in improvement sessions
- Updating improvement project every week
- Contributing to at least one improvement project

### Not accepted

- Employees taking own initiative



# ABC Model for influencing behavior

Antecedent	Behavior	Consequence
Provide weekly improvement sessions	Actively participating in improvement sessions	Expressing appreciation for being present
Weekly reminders	Updating improvement project every week	Red-handed rewarding during the week and during the session
Visual board	Contributing to at least one improvement project	.....

**A**ppreciation

**A**ttention

**P**articipation



**Antecedent**

**Behavior**

**Consequence**



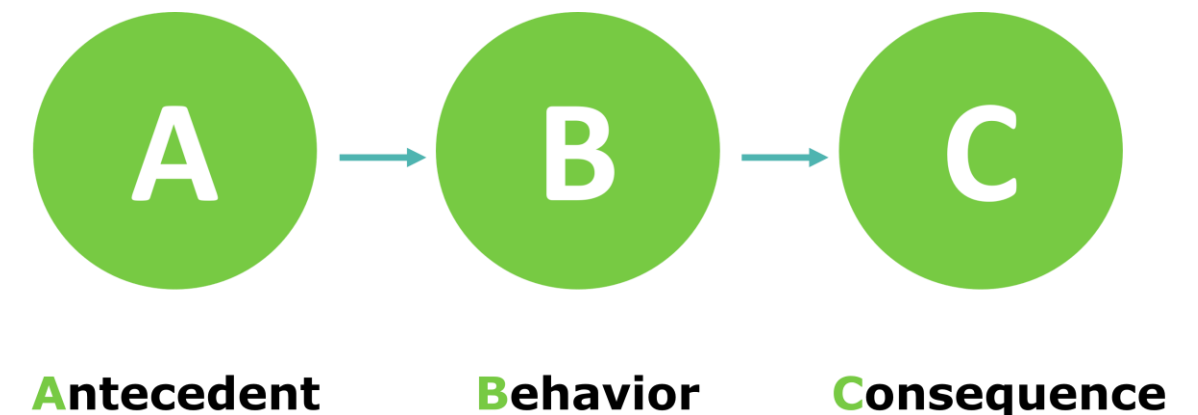
# ABC Model for influencing behavior - another practical example

Antecedent	Behavior	Consequence
Cleaner has cleancart  Cleaner knows what is expected from him/her	Cleaner is on time and waits in front of OR	Cleaner is on time and waits in front of OR  Saying " <i>hello</i> " to cleaner

**A**ppreciation

**A**ttention

**P**articipation



## In practice... How do you stimulate behavior?

Realize that behavior is **80%** determined by consequences, therefore:

1. Establish **what concrete behavior** you want to see;
- 2. Communicate** this to the employees in your team;
3. Make sure you are **present** at the moment the desired behavior is shown;
- 4. Think in advance** about the consequences when the desired behavior is shown:  
make it as concrete as possible!



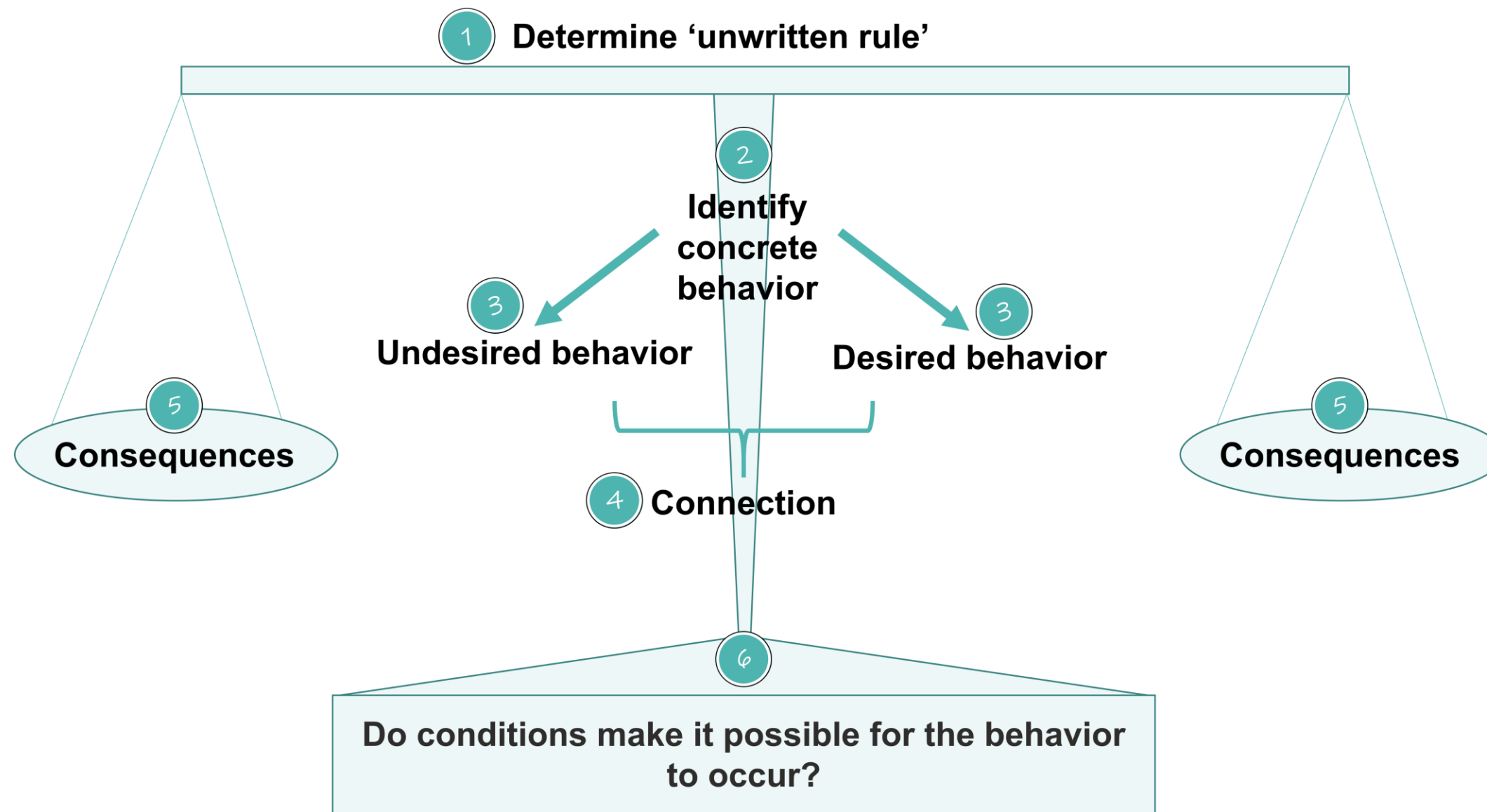
**Focus on consequences**

## Red-handed rewarding



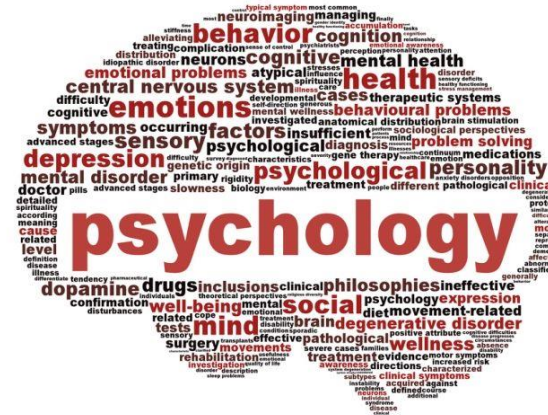
# Lessons learned: using a systematic behavioural approach increases the chance of sustainable results

## Working step by step





# Lessons learned: A 'new' approach towards behavioral change benefits from integrating various disciplines



# Lessons learned: the use of practical behavioral tools creates a link between theory and practice

**Verandercanvas**

Ingevuld door: \_\_\_\_\_  
Doelgroep(en) van de verandering: \_\_\_\_\_

**Veranderopgave omschrijving**

\_\_\_\_\_

**Veranderurgentie** Lokkend perspectief

Bewings platform: \_\_\_\_\_

**Veranderbehoefte**

W-ty (hart): \_\_\_\_\_  
W-ty (hoofd): \_\_\_\_\_

**Drijfveren**

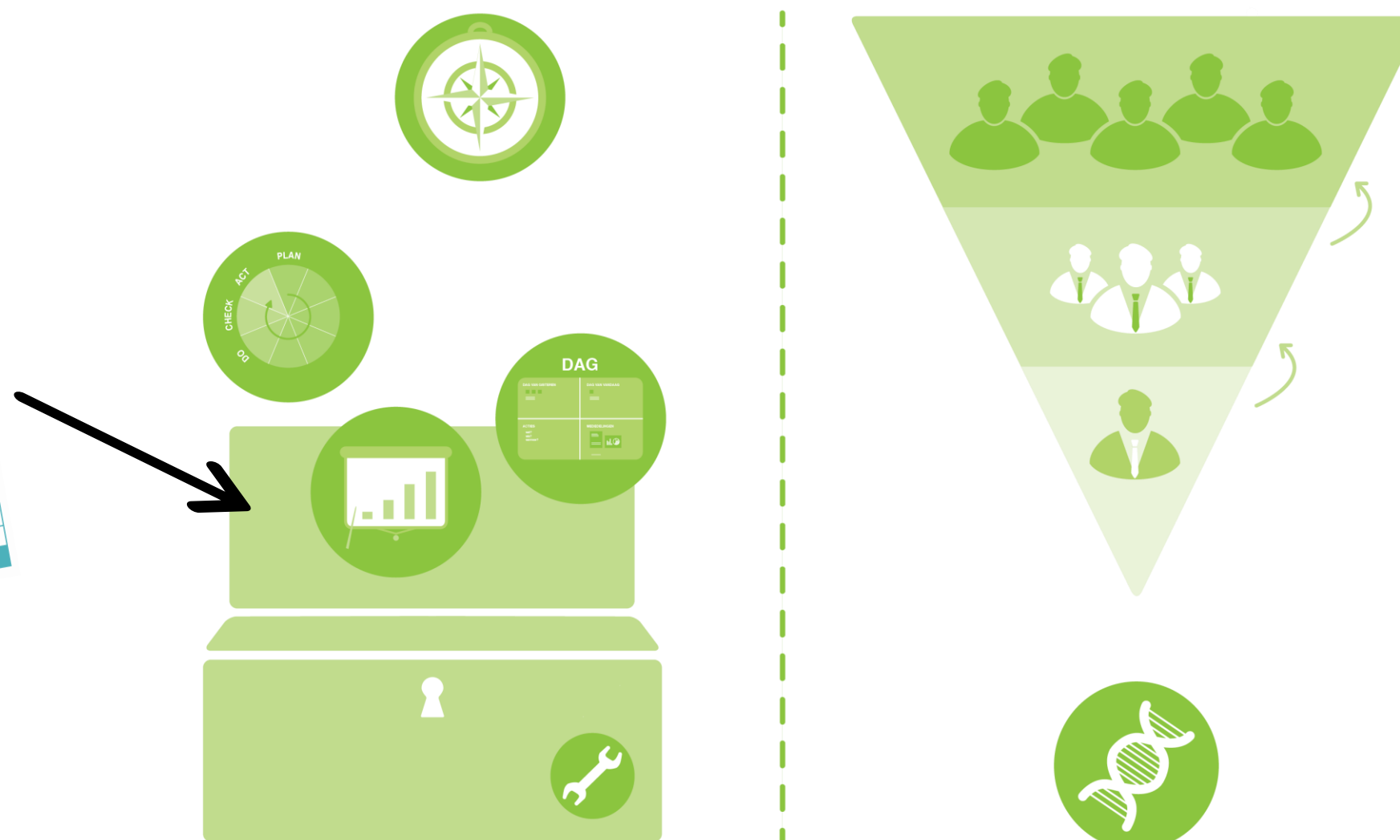
Beschrijf hoe onderstaande drijfveren worden door de verandering beïnvloed. Hoe bestaat je hier in je boodschap aandacht aan?

Zekerheid	Autonomie	Energie
_____	_____	_____
_____	_____	_____
_____	_____	_____

**Cultuur zwaartepunt**

Familie	Ondernemend
_____	_____
Structuur	Resultaat
_____	_____
_____	_____

Zwaartepunt(en) \_\_\_\_\_  
Kenmerken: \_\_\_\_\_



# Lessons learned: make it concrete with patterns of behaviour





# Are there any questions?



Contact info

# VERANDER

Instituut @Verbeeten

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