

# Nudging for good

## - adfærdsdesign i den offentlige sektor

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Lisa Martin-Larsen, Managing Director  
The Behavioural Insights Team



In partnership with



Cabinet Office



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Vi kan få **bedre sociale og økonomiske resultater** i samfundet ved at basere politik og programmer på et **mere realistisk syn** på hvordan mennesker i virkeligheden handler, fremfor hvordan vi i teorien gerne vil have dem til at handle





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Et par grundantagelser

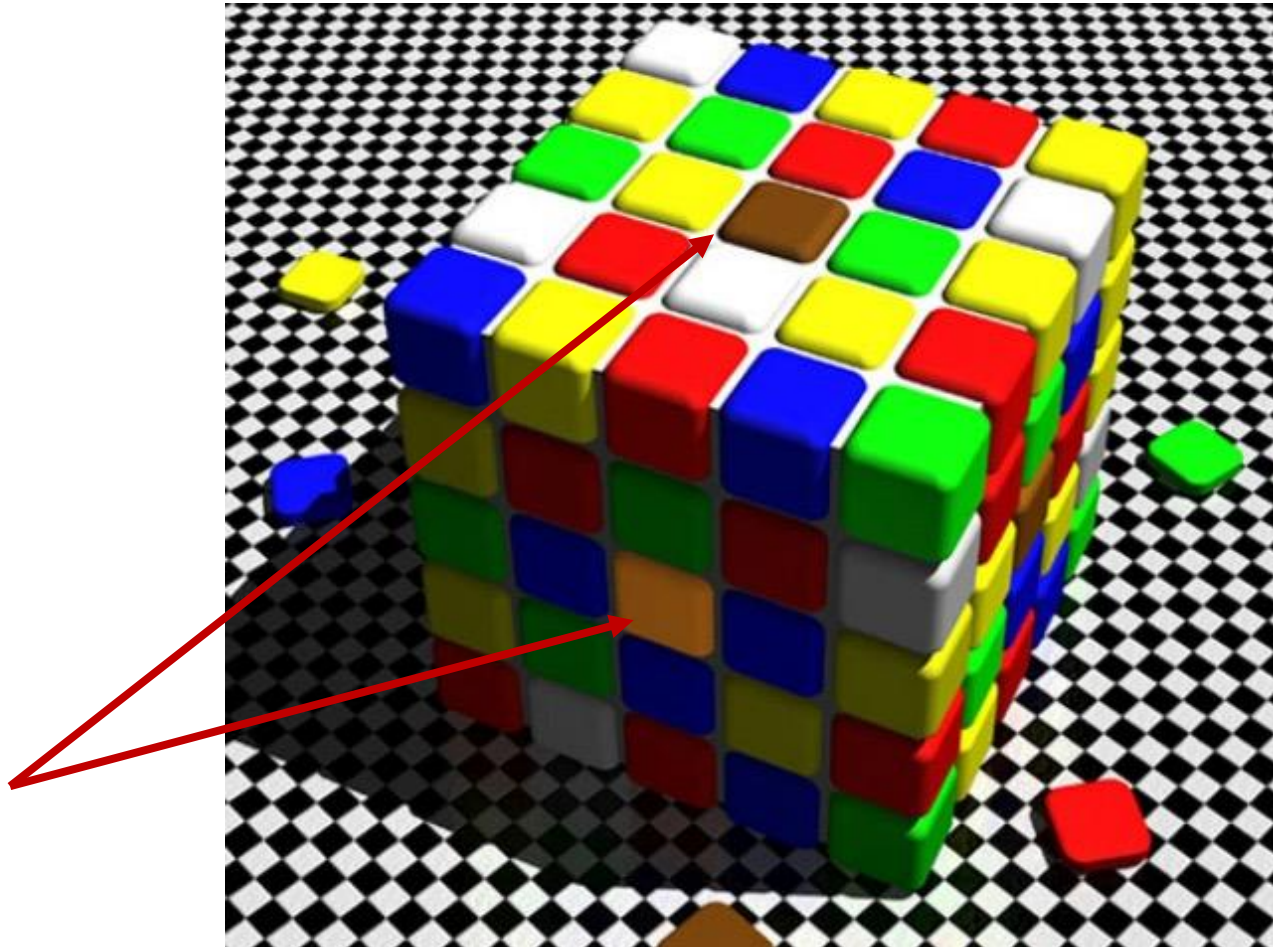
Nudging & the Behavioural Insights Team

# Værktøj og eksempler



# Hvilken farve er firkanterne?

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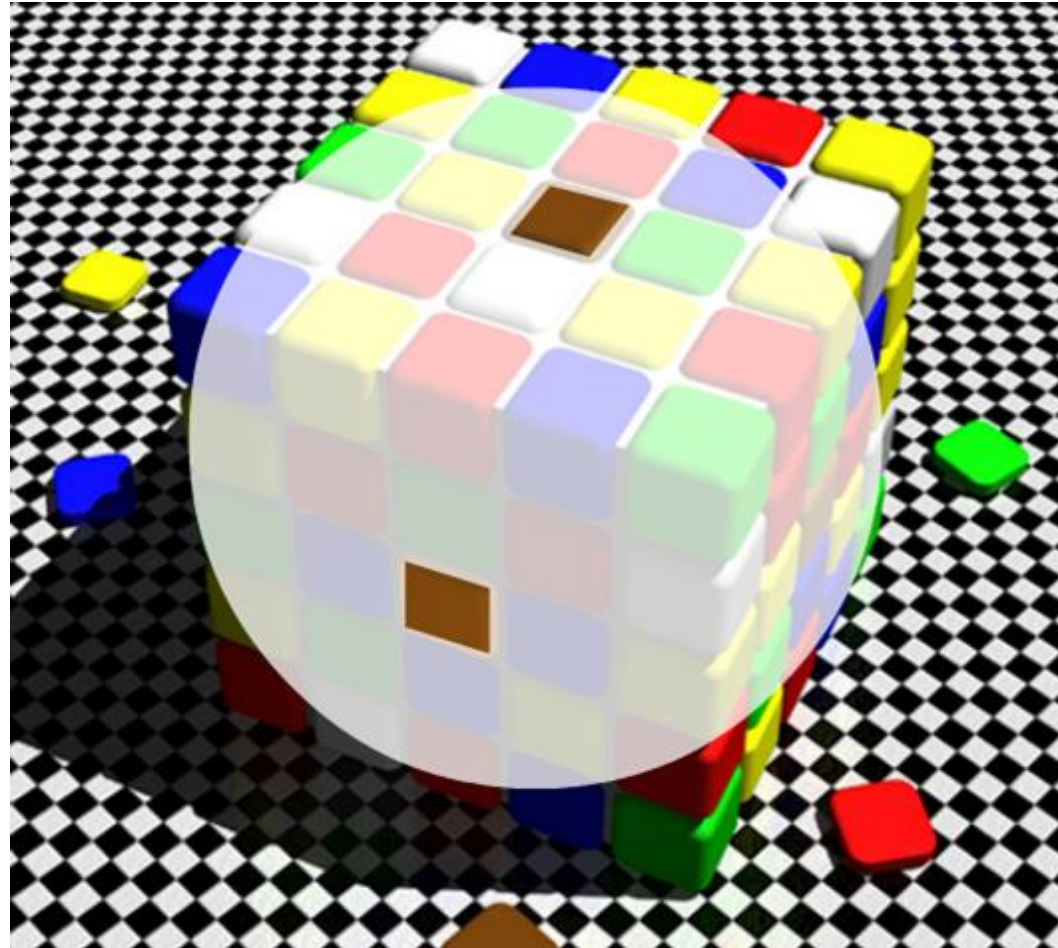
Hvide

Brune

Gule

# Svar

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Er firkanten i øverste venstre hjørne

Mørkere end den anden

Lysere end den anden

Samme farve





# Kig og husk på disse ord

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Bed

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Rest

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Awake

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Tired

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Dream

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Wake

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Snooze

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Blanket

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Doze

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Slumber

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Snore

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Nap

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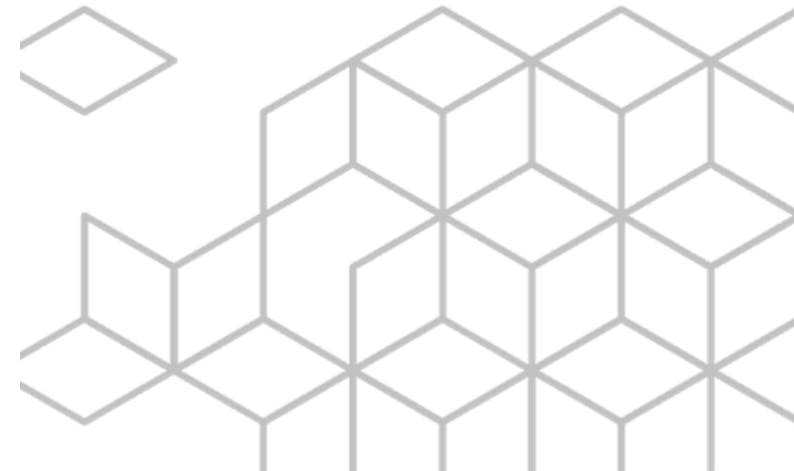
Peace

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Yawn

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Drowsy





**Var dette ord på listen?**

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Nap



**Var dette ord på listen?**

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**Wake**



**Var dette ord på listen?**

---

**Snore**



**Var dette ord på listen?**

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**Sleep**



**Svar**

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# Sleep

**~ 50%  
husker forkert**

Hvad vi ser, husker og tænker er ofte bestemt af kontekst og omgivelser

# Thinking fast and slow



## System 1

Fast, intuitive, effortless

2x2

Your daily commute

## System 2

Slow, deliberate

24x17

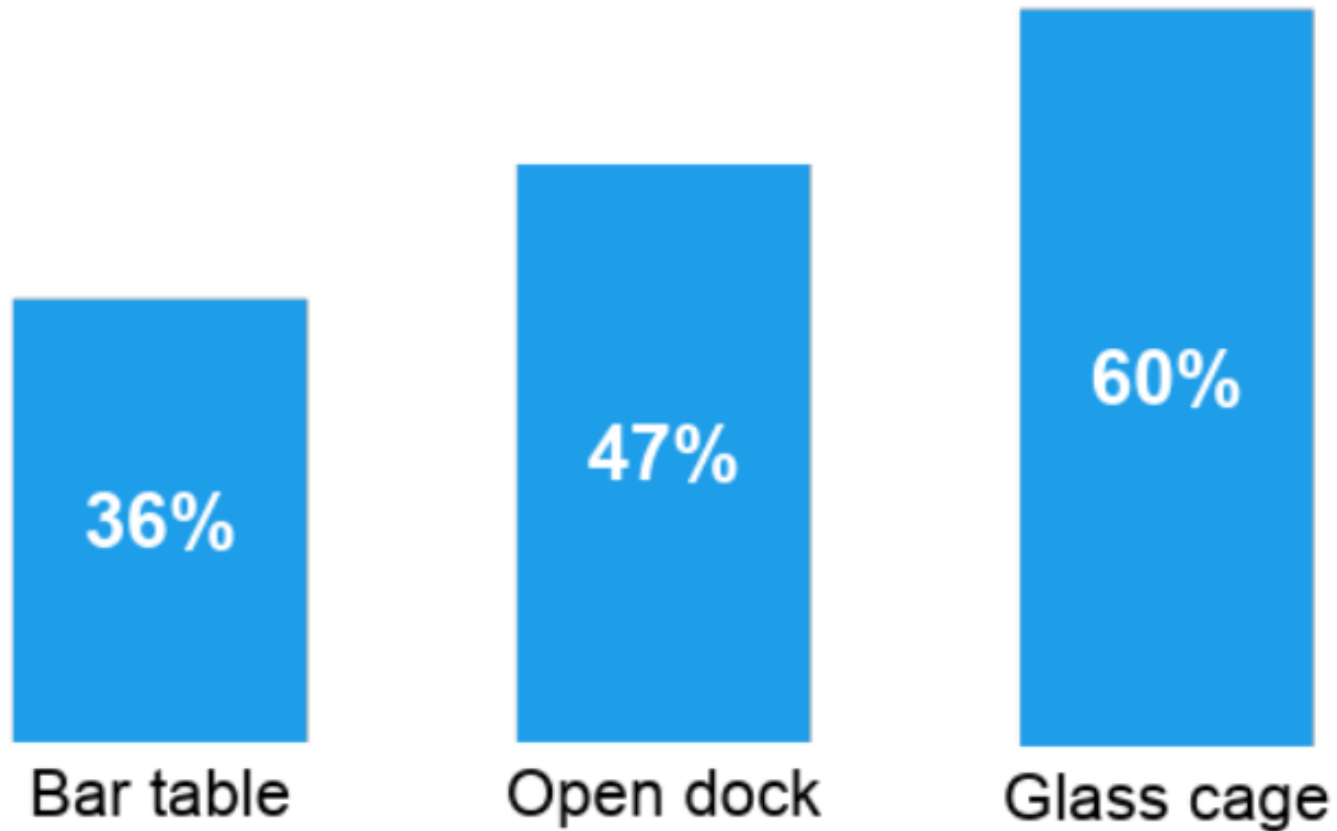
Travelling overseas

**Daniel Kahneman**  
**Nobel Laureate**







# Hvem er skyldig? en (fiktiv) retssag om terror

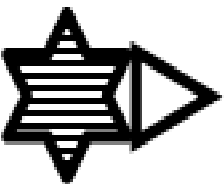

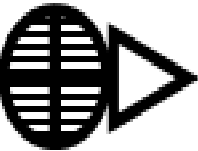

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Find koden for Figur 1, 2 og 3...og  
Vælg den box der passer til figur 4

 Z R	 Q R	 Q M	 ?
1	2	3	4

Z M	Z Q	Z R	Q M
A	B	C	D

 Z Y	 Z V	 X Y	 ?
1	2	3	4

Z X	V Y	V X	V Z
A	B	C	D



# Bias i rekruttering til politiet

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**5%** of candidates were from BME backgrounds before Situational Judgement Test

**3%** of candidates were from BME backgrounds after Situational Judgment Test sift.

# Value-affirmation

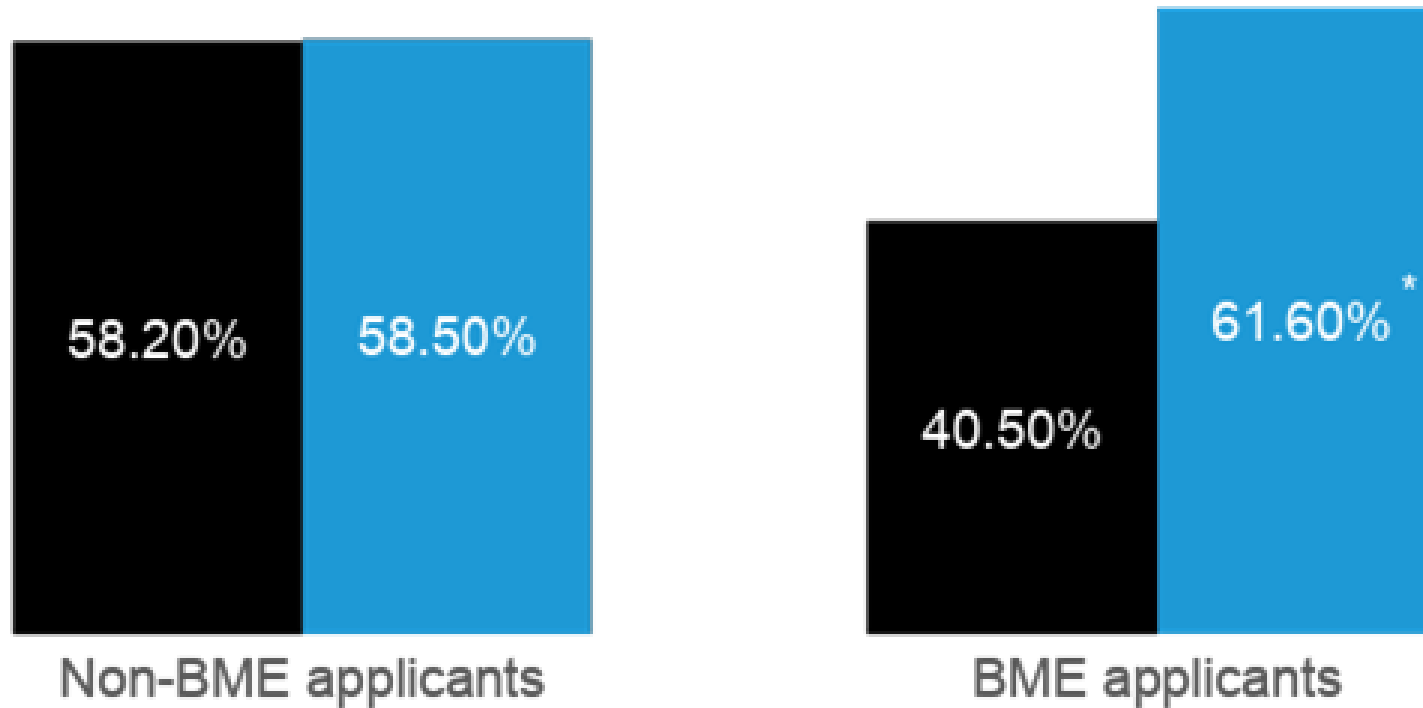


Arm	Content
Enhanced arm (informed by Values Affirmation)	<i>“Before you start the test, I’d like you to take some time to think about why you want to be a police constable. For example, what is it about being a police constable that means the most to you and your community?”</i>
Control	Business as usual email

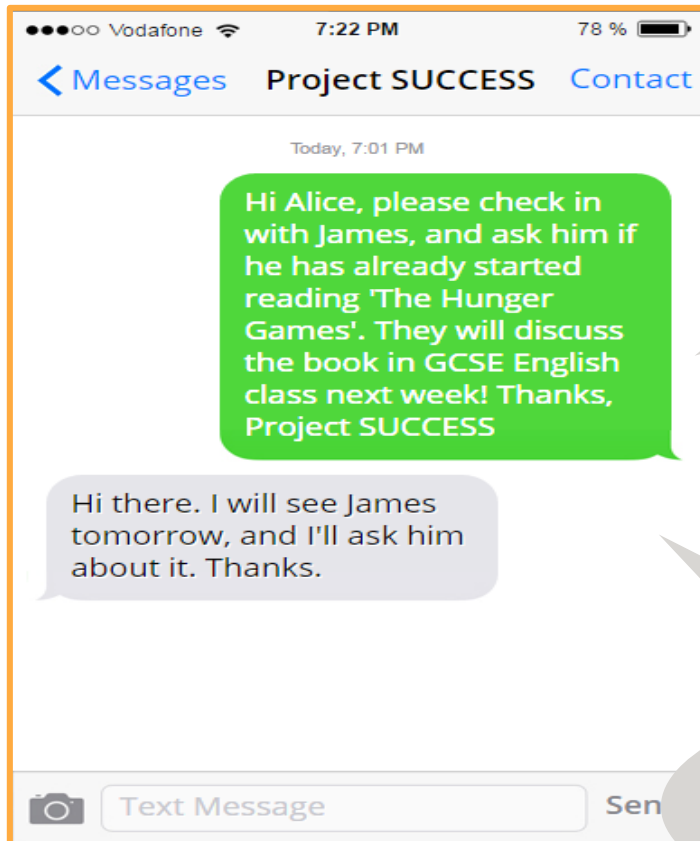
# 50% flere minoritetsgrupper bestod prøven



■ Control ■ Enhanced



# Check-ins for læring & uddannelse



So, you're reading The Hunger Games in class? Who's your favourite character?

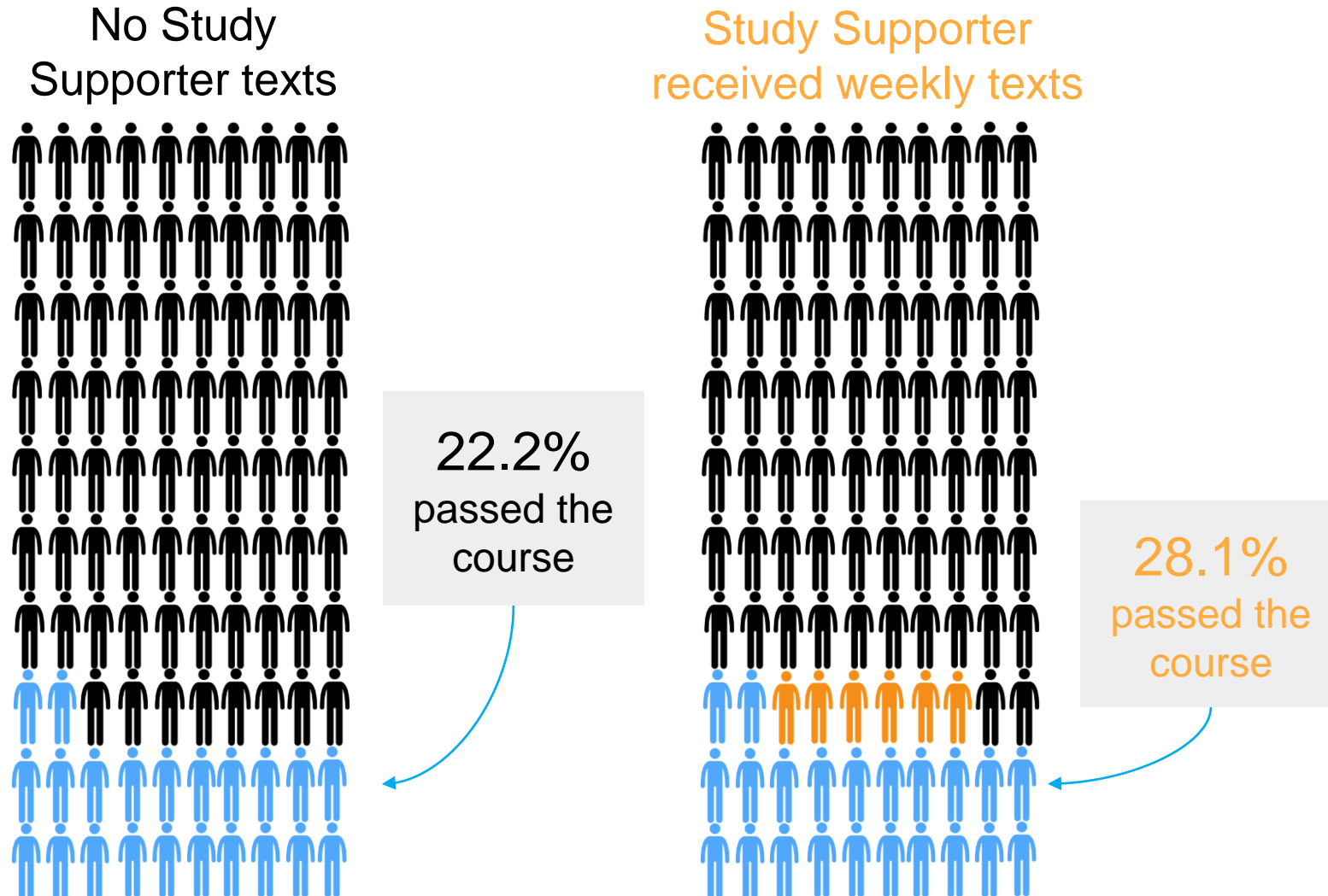
Yeah, need to get started on that.

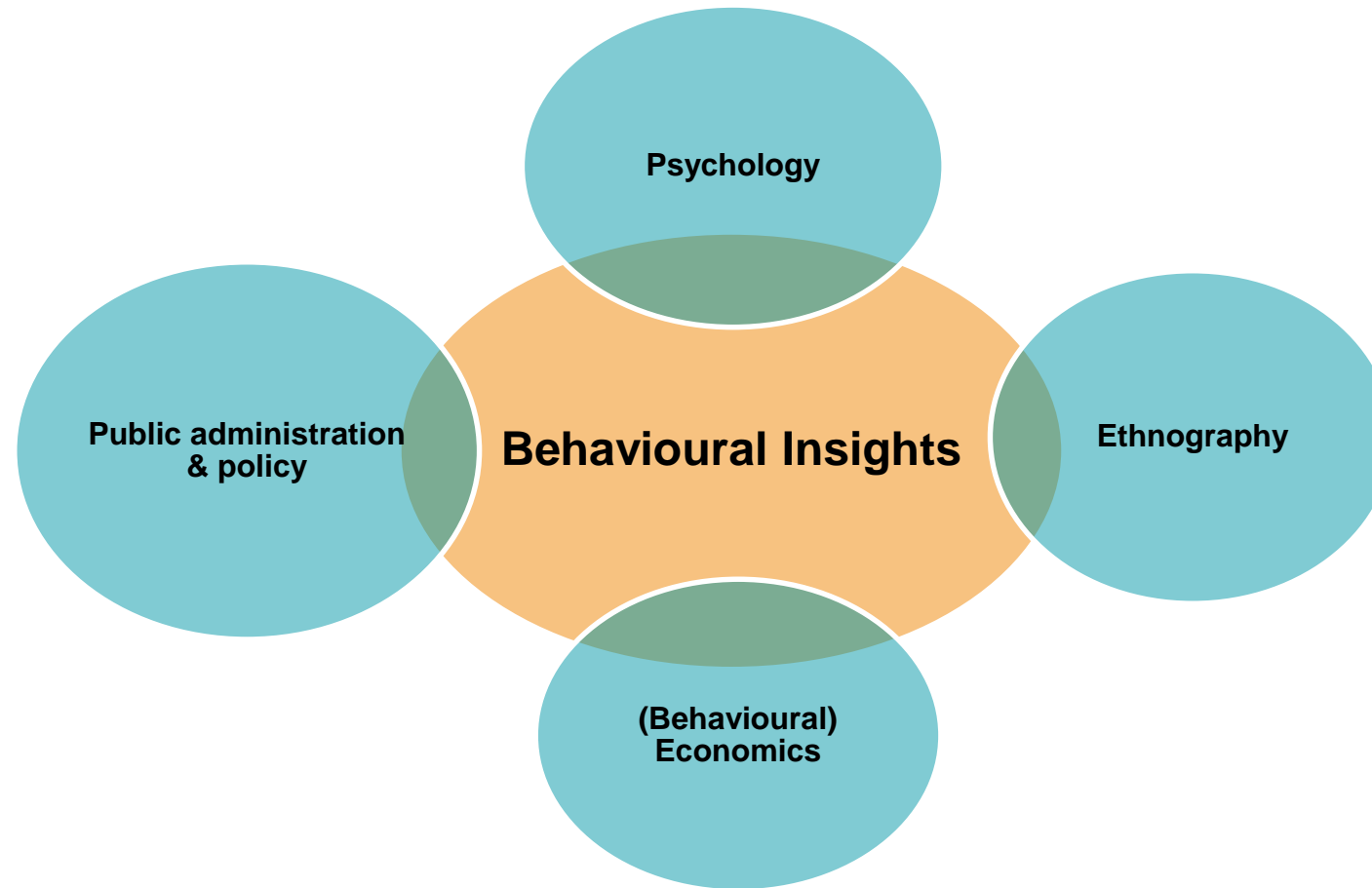
OK, don't forget to read a few chapters before next week's class!



# 27% flere gennemførte studiet

Promptable





Forstå menneskers adfærdsmønstre i praksis så vi kan forbedre den offentlige sektor





**2004**

Early thinking on behaviour  
change in UK policy



**2010**

BIT formed inside No.10



**2014**

Spun out as GovCo with  
Cabinet Office, Nesta and  
employees as owners



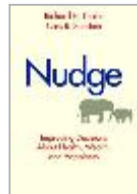
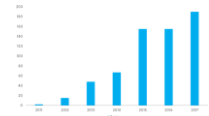
**2015**

'Nudge unit' published  
on our approach,  
lessons and successes



**2018**

500+ trials across all  
policy areas



**2008**

'Nudge' published  
in US



**2010**

MINDSPACE published  
as early guide to  
applying BI to policy

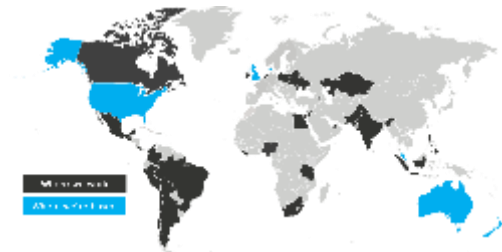


**2012**

BIT passes 'sunset'  
clause by saving more  
than 10x cost in 2 years



EAST published as  
updated guide for  
policymakers



180+ people  
working in +35 countries



## HEADLINES:

# Cameron's 'nudge unit' should be given the elbow, says Labour MP



Craig Woodhouse, Political Reporter  
27 Jul 2011

Recommend 1

A unit set up in Whitehall to encourage people to take better life choices came under fire today after its staff racked up an £8,000 travel bill.

Labour MP Luciana Berger said the behavioural insight team, based in the Cabinet Office, was an "extravagance" at a time when householders were feeling the pinch.

## "David Cameron's Vanity Project"

could run. In fact, the most important part of evidence-based policy is identifying where there is uncertainty.

So here is my fantasy. We sack the Behavioural Insights Team – all they'll do is overextrapolate from behavioural economics research – and open a Number 10 Policy Trials Unit instead.

...a giant list of unanswered questions, for situations

## The Telegraph

HOME NEWS SPORT FINANCE COMMENT BLOGS CULTURE TRAVEL LIFESTYLE  
Companies Comment Personal Finance Economics Markets Your Business Olympic

### Whitehall won't be 'nudged', finds National Audit Office

David Cameron's "Behavioural Insight Team" – billed as the answer to achieving social change without resorting to regulation – has failed to get the relevant government department to make use of it.



Editor

brendan o'neill

#### A message to the illiberal Nudge Industry: push off

The 'politics of the brain' is a threat to choice, freedom and democracy - which is why *spiked* is declaring war against it.

Write a letter Print Email Tweet this Recommend

In earlier eras, the revelation that there was a Behavioural Insight Team at the heart of government, dedicated to finding ways to reshape the public's thoughts, choices and actions, would have caused outrage. It would have brought to mind some of the darker antics of the Soviet Union, which treated certain beliefs as mental illnesses to be fixed, or maybe O'Brien, the torturer in George Orwell's *Nineteen Eighty-Four*, who boasts that the human mind is 'infinitely malleable'.

Yet the news that David Cameron



Buy this article

behavioural Insights Ltd

## UN calls for help of Cameron's 'nudge unit'

### All in the Mind

The "Nudge" to Good Behaviour

The Ministry of Mind Control

May 2013 | By Sarah Townsend

The government's mysterious Nudge Unit  
September 15, 2011 12:11 am

## Whitehall 'Nudge



News Politics

### The nudge unit – has it worked so far?

Since 2010 David Cameron, finding ways to improve so 'nudge unit' is going into b, initiatives really worked?

### Nudging the world toward sn interview with Richard Thaler



Leo Benedictus

The Guardian, Thursday 2 May 2013

Spending Review

G8

Conservatives

Liberal Dem

HOME » NEWS » POLITICS

## Inside the Coalition's controversial 'Nudge Unit'

Deep inside Whitehall, psychologists are finding ways to make you insulate pay your taxes, and even quit smoking. Is the Coalition's controversial 'Nudge Unit' finally paying off?

## David Cameron is nudging us in the right direction

The Coalition's 'Nudge Unit' offers a novel way of persuading

## PM's nudgers score notable successes

By George Parker, Political Editor

David Cameron's enthusiasm for "nudging" people to make the right choices could save the taxpayer hundreds of millions of pounds over the course of the parliament.

## Give us a nudge and we'll behave ourselves

Daniel Finkelstein

How organ donation is getting nudge in the right direction: trial could pave way for 100,000 extra donors each year

## Effective things can come from small places






Even if you're wrong about how something works, it will work



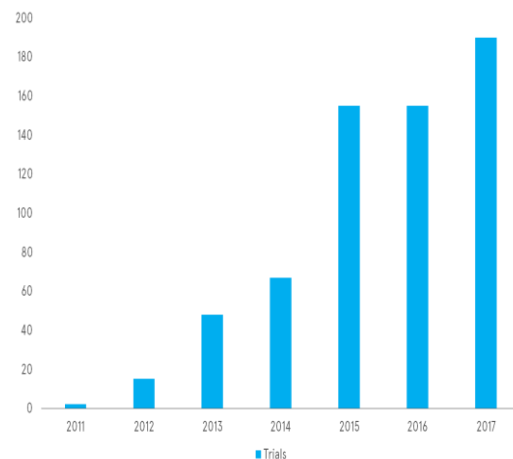


“Our government will find intelligent ways to encourage, support and enable people to make better choices for themselves.”



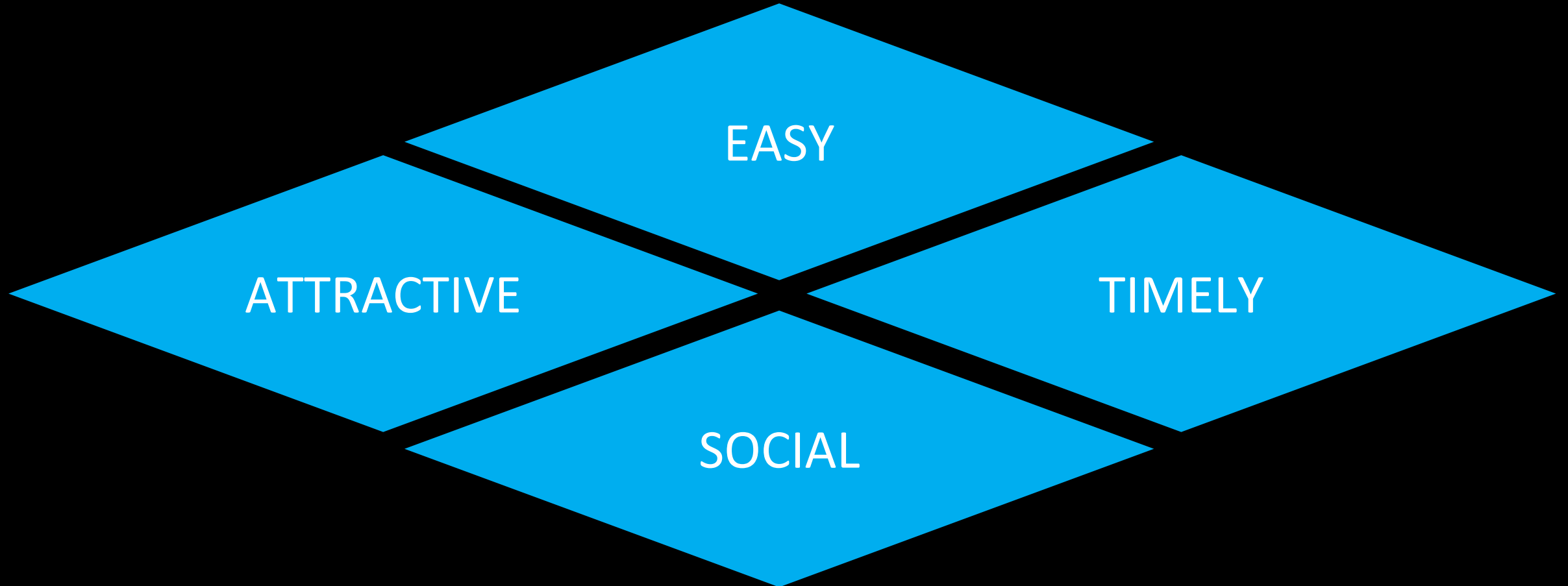
<b>Target</b>		Define the problem and determine the measurable target outcomes.
<b>Explore</b>		Map relevant behaviours and the wider context.
<b>Solution</b>		Consider and design the intervention(s).
<b>Trial</b>		Design and launch trial, evaluate, learn and adapt.
<b>Scale</b>		Increase adoption of effective interventions.

## + 500 Randomised Control Trials



# The BIT EAST framework

THE  
BEHAVIOURAL  
INSIGHTS TEAM



# Gør det nemt: værktøj

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Defaults



Simplify messages

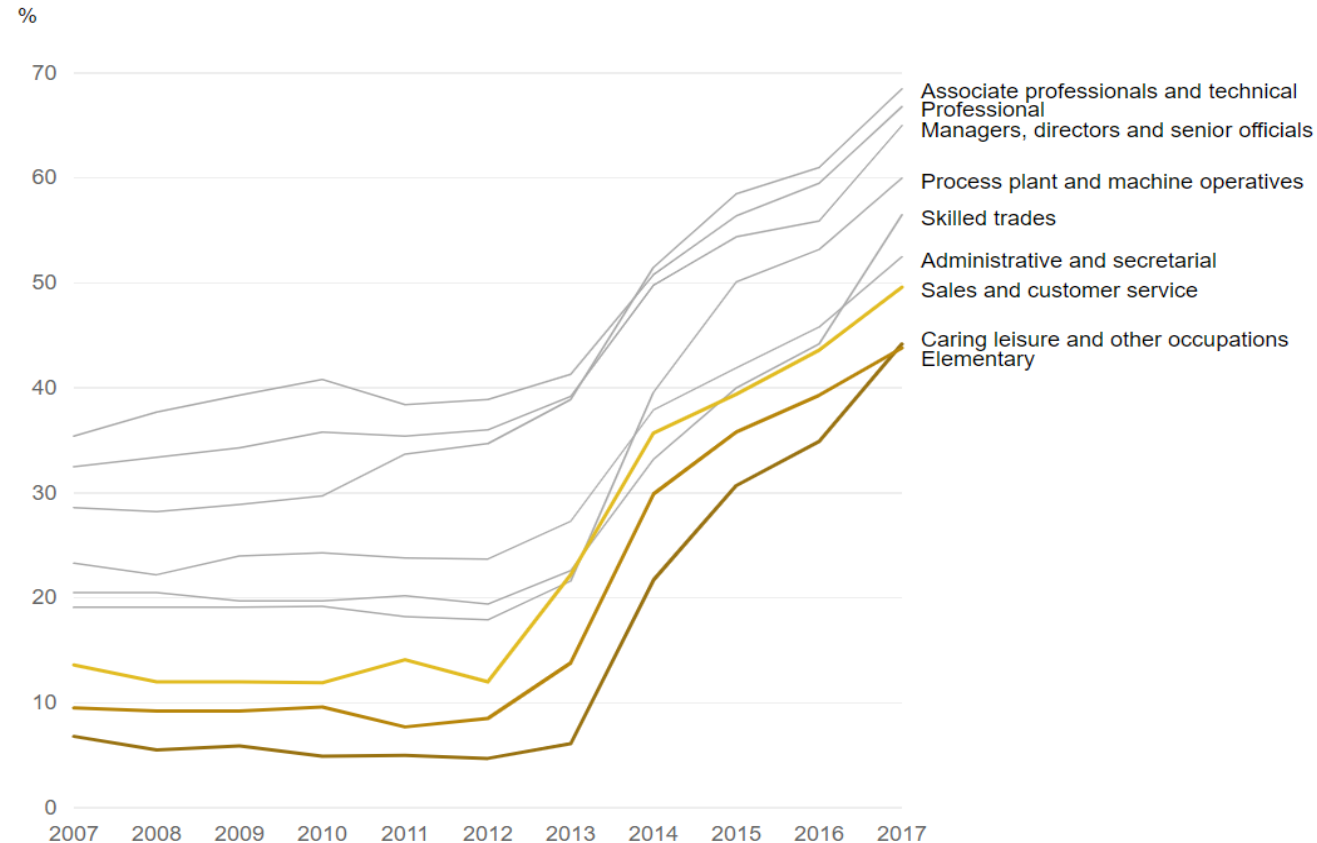


Remove friction costs





# Arbejdsmarkedspensioner: fra 'opt in' til 'opt out'



Source: Annual Survey of Hours and Earnings (ASHE) - Office for National Statistics

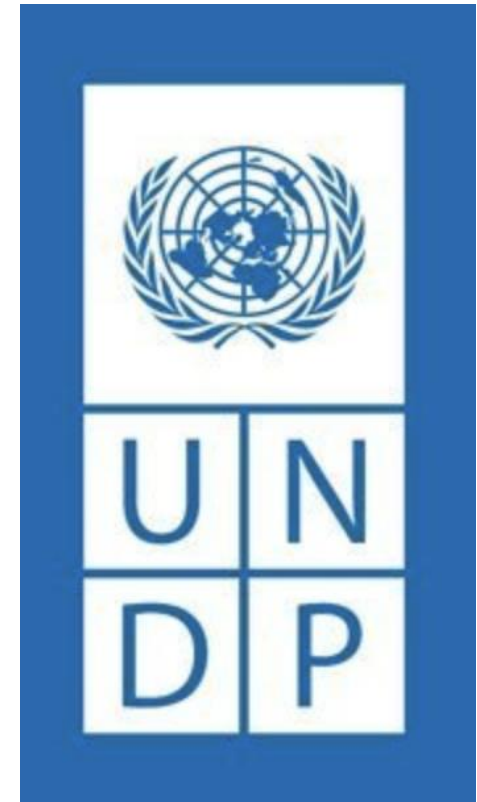
**+ 25% - 10 millioner flere brittere - sparer nu op til deres pension**

# Tuberkulose i Moldova

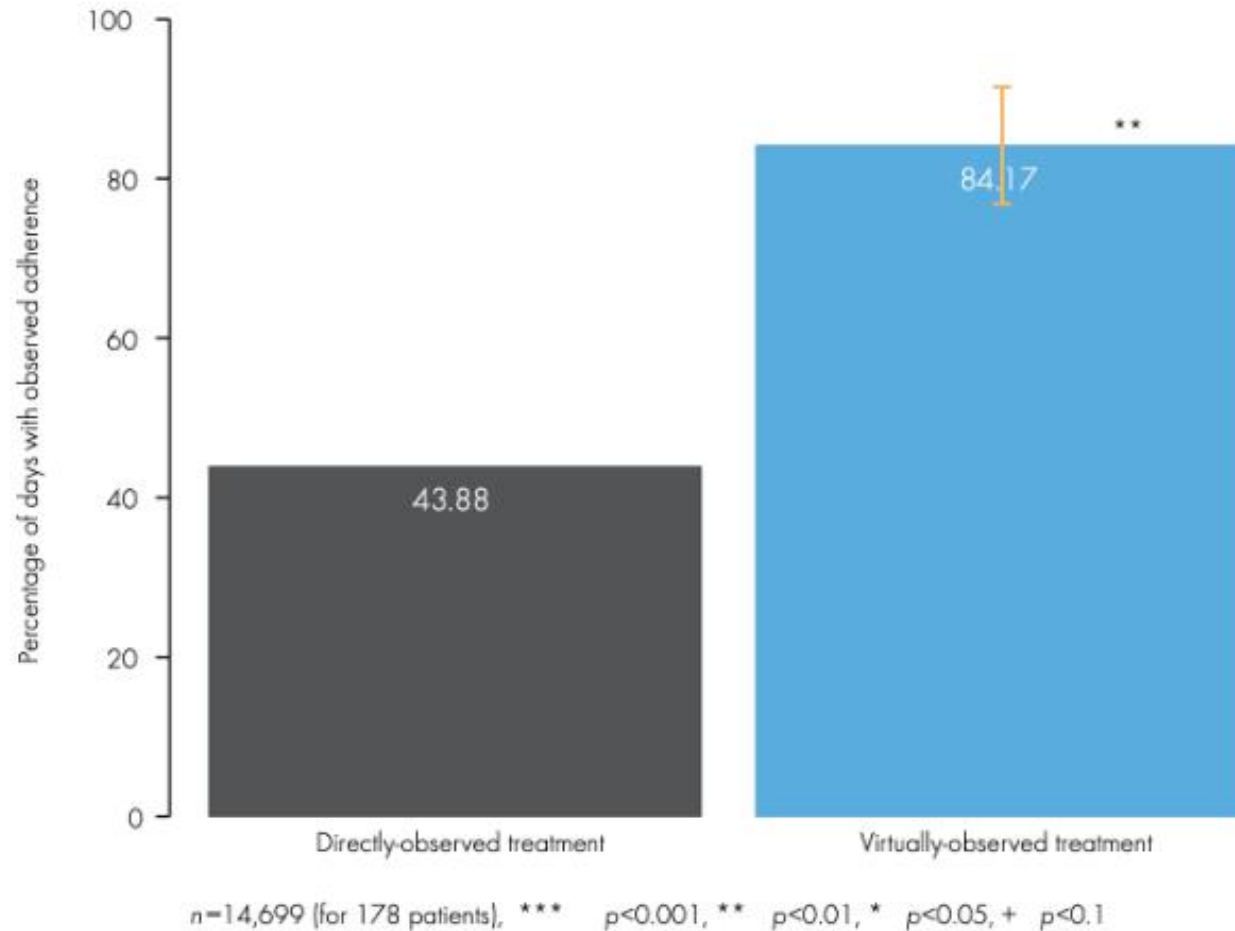
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- 1.6 millioner dør hvert aar af tuberkulose på verdensplan
- Den vigtigste barriere handler om adfaerd
- WHO anbefaler “Directly Observed Treatment”
- Projekt med Sundhedsministeriet i Moldova og UNDP om udvikling og test af ‘Virtually Observed Therapy’.



# Dobbelt så mange gennemfører deres behandling



# Gør det socialt: værktøj

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Social norms

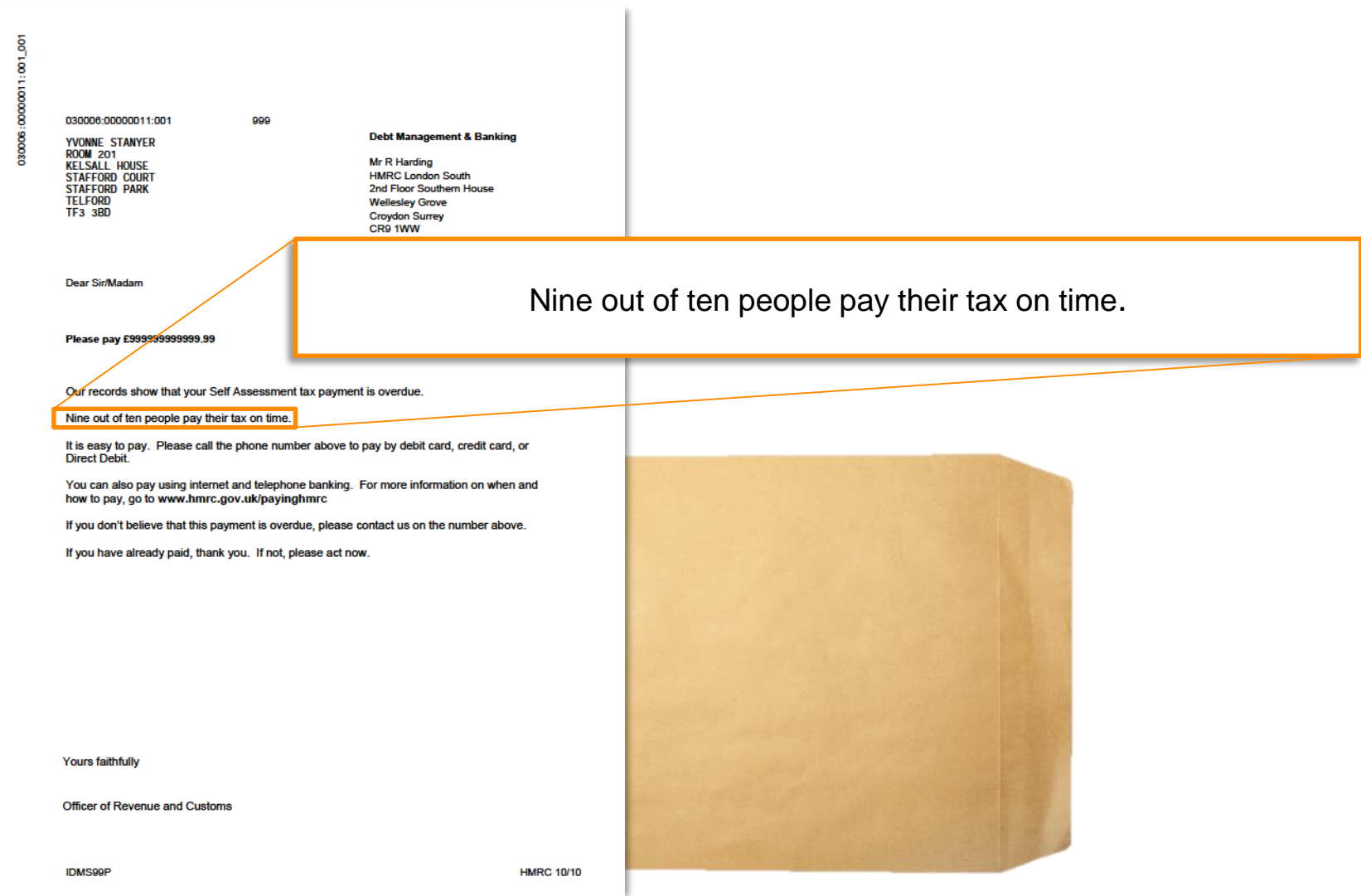


Messenger effects



Reciprocity and commitments

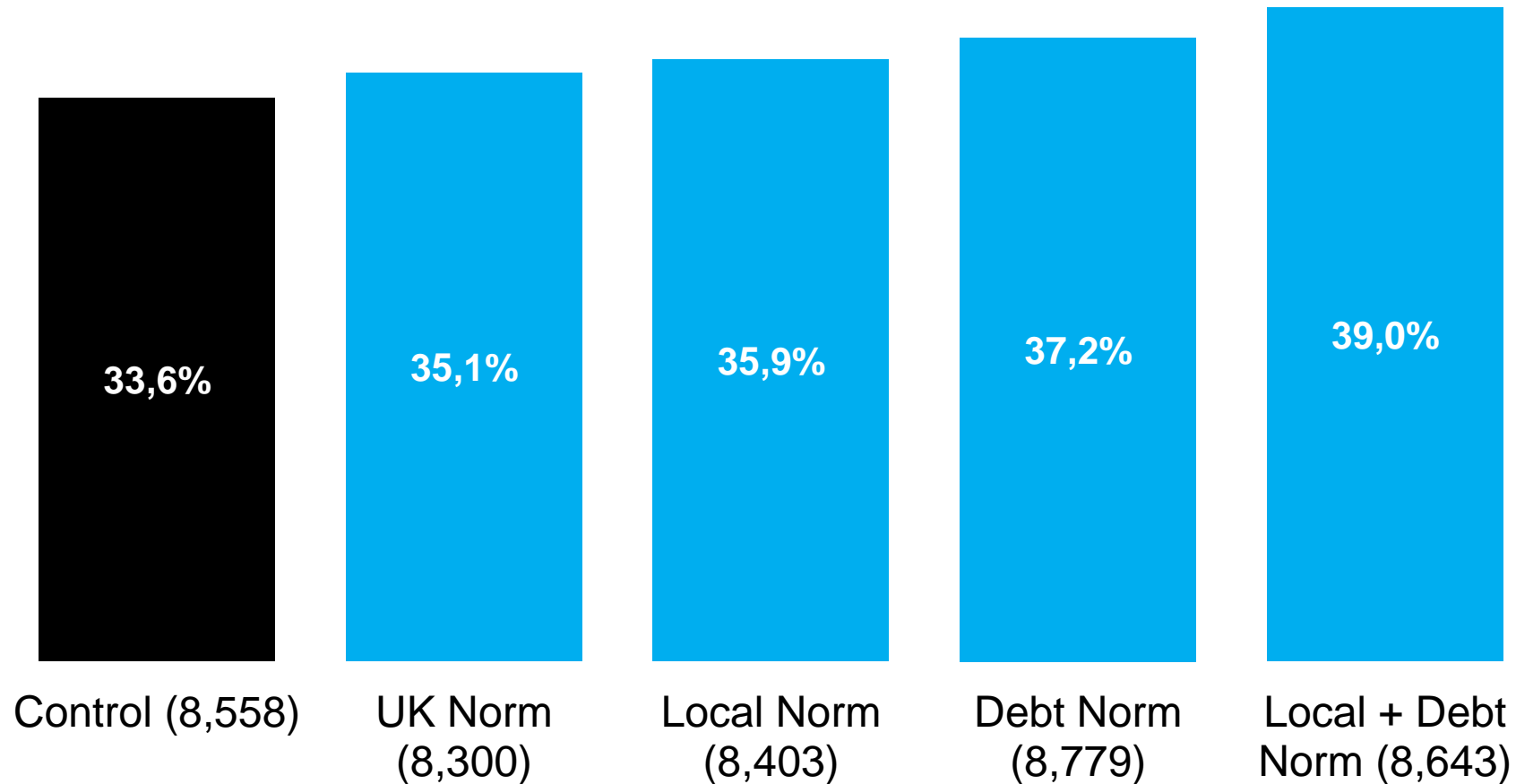
# Sociale normer: betaling af skattegæld



# Flere betaler deres skattegæld til tiden

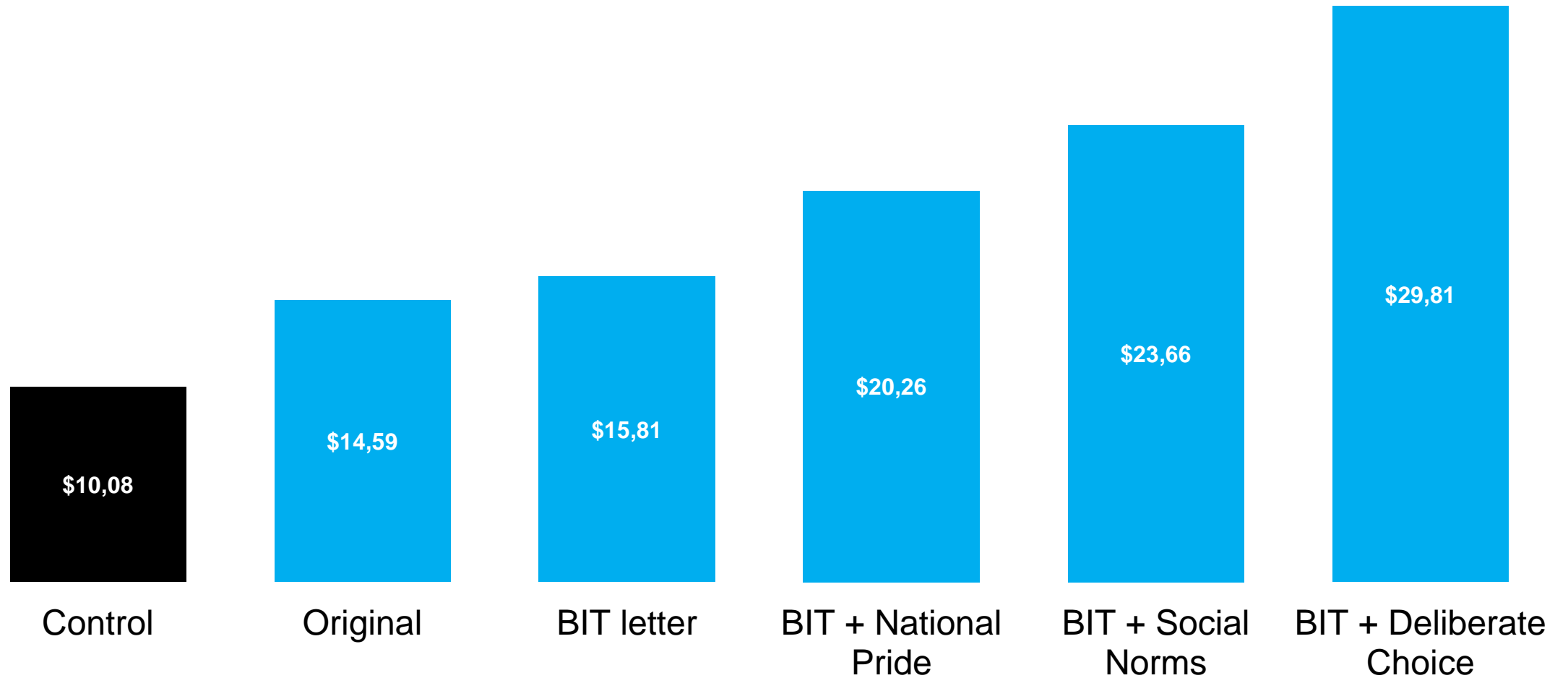
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THE  
BEHAVIOURAL  
INSIGHTS TEAM ♦



# Scaling up - Guatemala (n=43,387)

Amount of tax received by letter sent (after 12 months)



# Gør det i rette tid: Værktøj

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Prompts



Planning



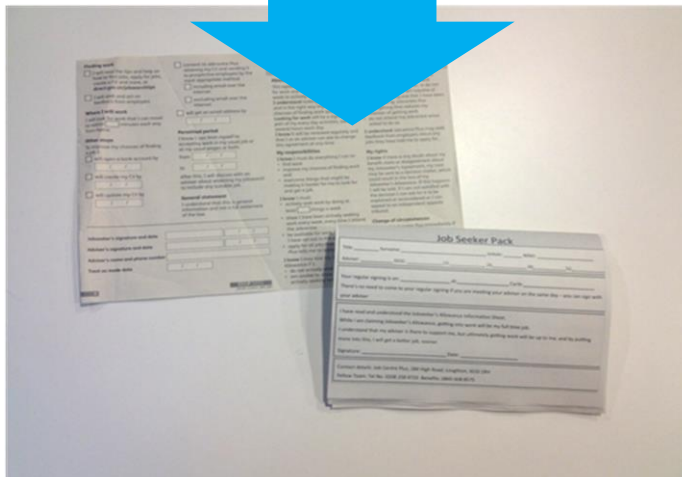
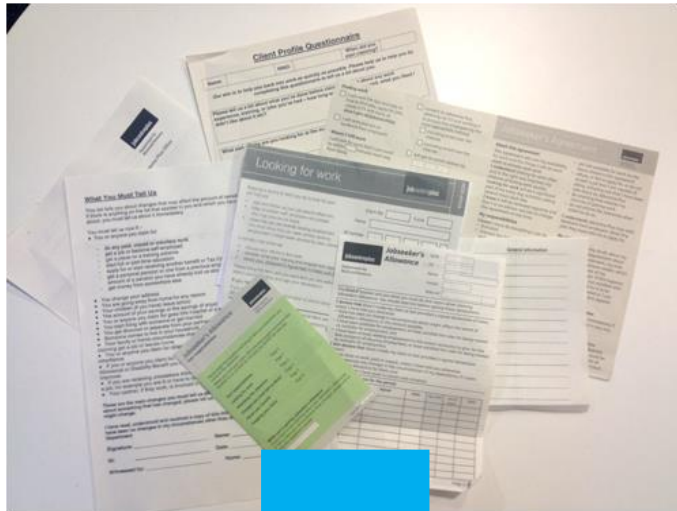
Discounting



# Implementation intention: job søgning



## 1. Refocus the process



## 2. Commitments

### Commitment:

*I am going to spend 2 hours every week day immediately after breakfast searching for vacancies online, e.g. on Monster and Reed.*

Outcome: Found 23 jobs, top 4 were: Customer Services Assistant, TG Smiths - Ref No: 1-21220982-11; Retail Assistant, Homebuy - Ref No: 1-12955-85288; Customer Consultant, Walls - Ref No: 2568-92098; Store Manager, Townsends - Ref: 35ba

Adviser initials: SGB

### Commitment:

*I am going to apply to my best 5 vacancies from each day after finishing my job search*

### Outcome:

*I applied to the jobs above and brought in my application to TG Smiths for Stuart to comment on*

Adviser initials: SGB

### Commitment:

*I am going to spend 3 hours on Thursday afternoon improving my CV as agreed - adding key skills and have tailored CV for other sectors e.g. IT and admin*

### Outcome:

*I brought in an updated CV for Stuart to comment on*

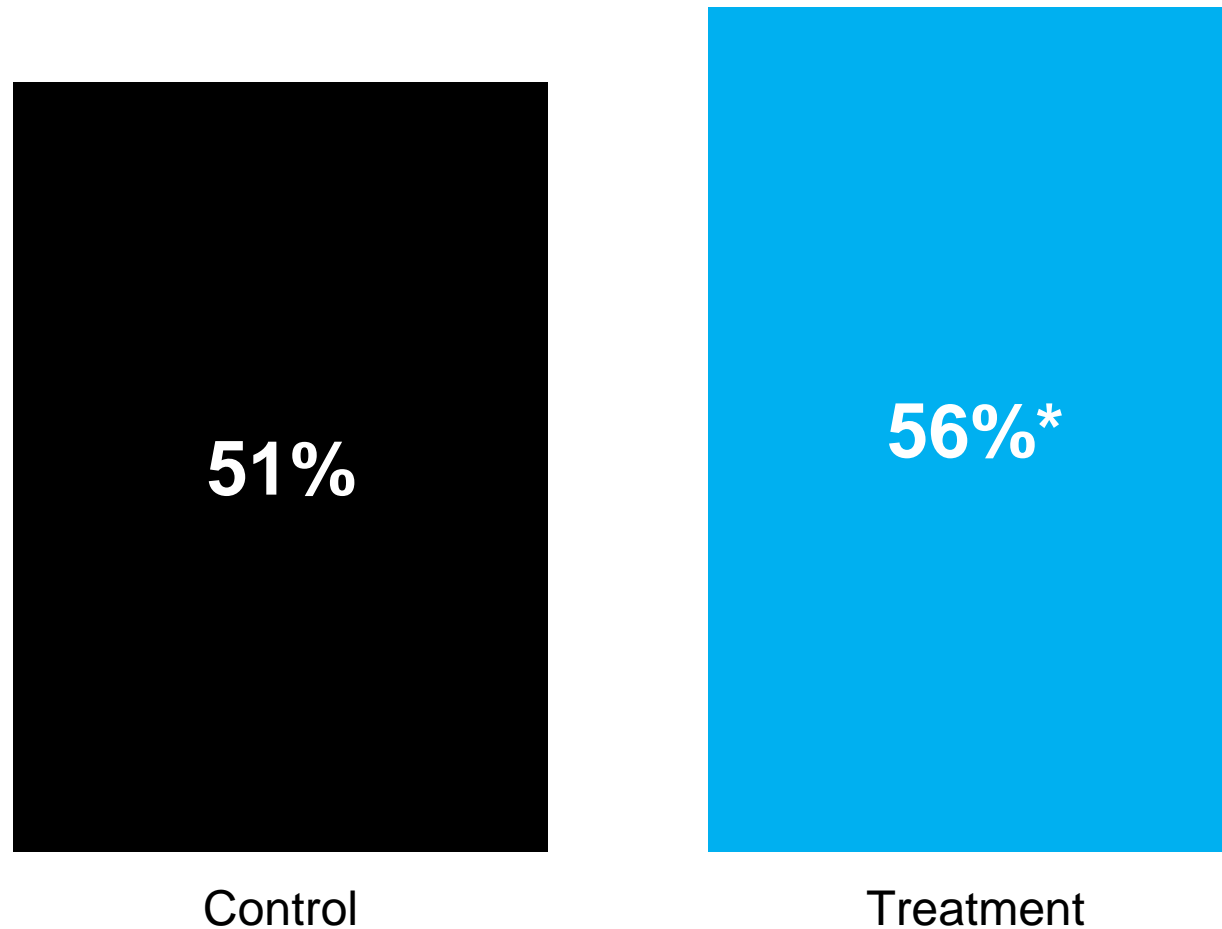
Adviser initials: SGB

# 10% flere i arbejde

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Proportion of claimants coming off benefits after 13 weeks



# Prompts: GP referrals



[Help](#)
[ALERTS](#)
10/10/2013
17:28
Sumars, Forename
Referring Clinician
E05 GP PRACTICE
Preferences
Log Out

e-Referral Service
Patient: XXXSumars, Xiodoriano (Mr) Gender: Male Date of birth: 10/11/1983 Age 32 years NIS: 000 000 0000
NHS

Service Selection

Service Search Criteria

Group By: None
Compare Services

These are the nearest services at which patients are likely to receive treatment within 18 weeks:

Select	Miles	Appointment Type	Service Name	Indicative Appointment Wait	Indicative Treatment Wait	Directly Bookable	Referrer Alert	Speciality	Link to NHS Choices	Location
<input type="checkbox"/>	10	First Outpatient	Gen Adult - ENT - Leeds TH (Wharfedale Gen Hosp) - RRB	35 Days	10 weeks	Yes		Ear, Nose & Throat	<a href="#">i</a>	WHARFEDAILE HOSPITAL
<input type="checkbox"/>	19	First Outpatient	General ENT Clinic-Selby Hospital-York Hospitals Trust-RCB	49 Days	13 weeks	No	<a href="#">i</a>	Ear, Nose & Throat	<a href="#">i</a>	THE NEW SELBY WAR MEMORIAL HOSPITAL
<input type="checkbox"/>	22	First Outpatient	General ENT Clinic-ENT Dept_York Hospitals Trust-RCB	56 Days	24 weeks	No		Ear, Nose & Throat	<a href="#">i</a>	YORK HOSPITAL

Below are other services that meet your criteria.  
Patients are unlikely to receive treatment within 18 weeks at services highlighted as "Limited Capacity".

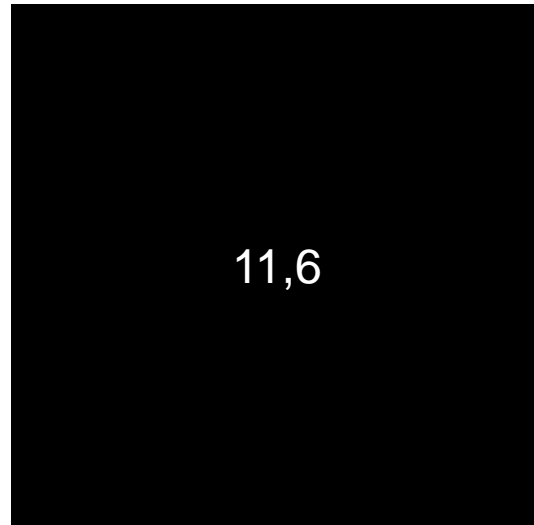
Select	Miles	Appointment Type	Service Name	Indicative Appointment Wait	Indicative Treatment Wait	Directly Bookable	Referrer Alert	Speciality	Link to NHS Choices	Location
<input type="checkbox"/>	7	First Outpatient	General ENT-ENT-Pinderfields Hospital-Mid Yorks-RXF	Limited Availability	25 weeks	Yes	<a href="#">i</a>	Ear, Nose & Throat	<a href="#">i</a>	PINDERFIELDS GENERAL HOSPITAL
<input type="checkbox"/>	8	First Outpatient	ENT Gen Adult Out Reach St John -E.N.T-Bradford T Hospital NHSF Trust-RAE	57 Days	LIMITED CAPACITY	Yes		Ear, Nose & Throat	<a href="#">i</a>	ST JOHN'S HOUSE
<input type="checkbox"/>	12	First Outpatient	General ENT - ENT-Pontefract Hospital-Mid Yorks-RXF	9 Days	25 weeks	Yes	<a href="#">i</a>	Ear, Nose & Throat	<a href="#">i</a>	PONTEFRACT GENERAL HOSPITAL
<input type="checkbox"/>	13	First Outpatient	Adult NHS General ENT Clinic - The Duchy - BMI - NT4	57 Days		Yes		Ear, Nose & Throat	<a href="#">i</a>	HARROGATE DISTRICT HOSPITAL
<input type="checkbox"/>	13	Diagnostic	ENT-Harrogate Trust (Harrogate District Hospital)-RCD	29 Days	LIMITED CAPACITY	Yes		Ear, Nose & Throat	<a href="#">i</a>	HARROGATE DISTRICT HOSPITAL
<input type="checkbox"/>	13	First Outpatient	Micro Suction Nurse Led-Harrogate Trust (Harrogate District Hospital)-RCD	35 Days	40 weeks	Yes		Ear, Nose & Throat	<a href="#">i</a>	HARROGATE DISTRICT HOSPITAL
<input type="checkbox"/>	13	First Outpatient	ENT General-Calderdale Royal Hospital-RWY	47 Days	23 weeks	Yes		Ear, Nose & Throat	<a href="#">i</a>	CALDERDALE ROYAL HOSPITAL
<input type="checkbox"/>	14	First Outpatient	ENT-General-Huddersfield Royal Infirmary RWY	30 Days	20 weeks	Yes	<a href="#">i</a>	Ear, Nose & Throat	<a href="#">i</a>	HUDDERSFIELD ROYAL INFIRMARY
<input type="checkbox"/>	16	Telephone Assessment	General ENT -Main OPD- Barnsley NHS Foundation Trust - RFF	23 Days	28 weeks	Yes		Ear, Nose & Throat	<a href="#">i</a>	BARNSELY HOSPITAL
<input type="checkbox"/>	17	First Outpatient	Adult NHS General ENT Clinic - Oaklands Health Centre Outreach - The Huddersfield - BMI - NT4	32 Days	LIMITED CAPACITY	Yes	<a href="#">i</a>	Ear, Nose & Throat	<a href="#">i</a>	OAKLANDS HEALTH CENTRE
<input type="checkbox"/>	17	Telephone Assessment	General ENT	57 Days		Yes	<a href="#">i</a>	Ear, Nose & Throat	<a href="#">i</a>	PHOENIX HEALTH SOLUTIONS LIMITED
<input type="checkbox"/>	18	First Outpatient	ENT General Adult (Airedale)-Ear, Nose & Throat-Airedale NHS Trust-RCF	Limited Availability	14 weeks	Yes		Ear, Nose & Throat	<a href="#">i</a>	AIREDALE GENERAL HOSPITAL
<input type="checkbox"/>	22	First Outpatient	ENT - General - Todmorden Health Centre - RWY07	47 Days		No		Ear, Nose & Throat	<a href="#">i</a>	TODMORDEN HEALTH CENTRE

Cancel
Search Criteria
Appointment Search
Request

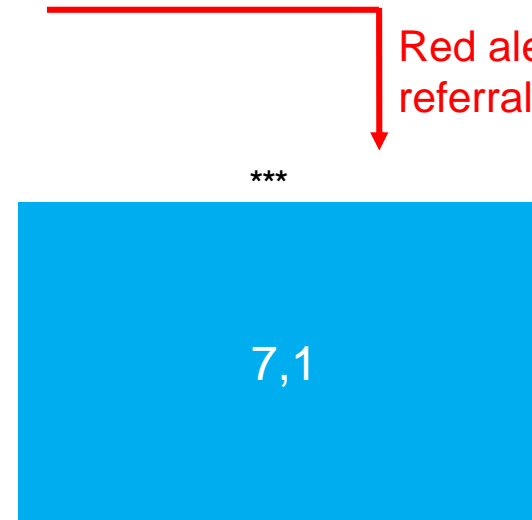
# 38% reduction i henvisninger/om-dirigering



% of patients referred to BHRUT services (of all BHR referrals)



Without red alerts



With red alerts

\* p<0.05, \*\* p<0.01, \*\*\* p<0.001. n=5,563

# Gør det attraktivt: Værktøj

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Attract attention



Personalise

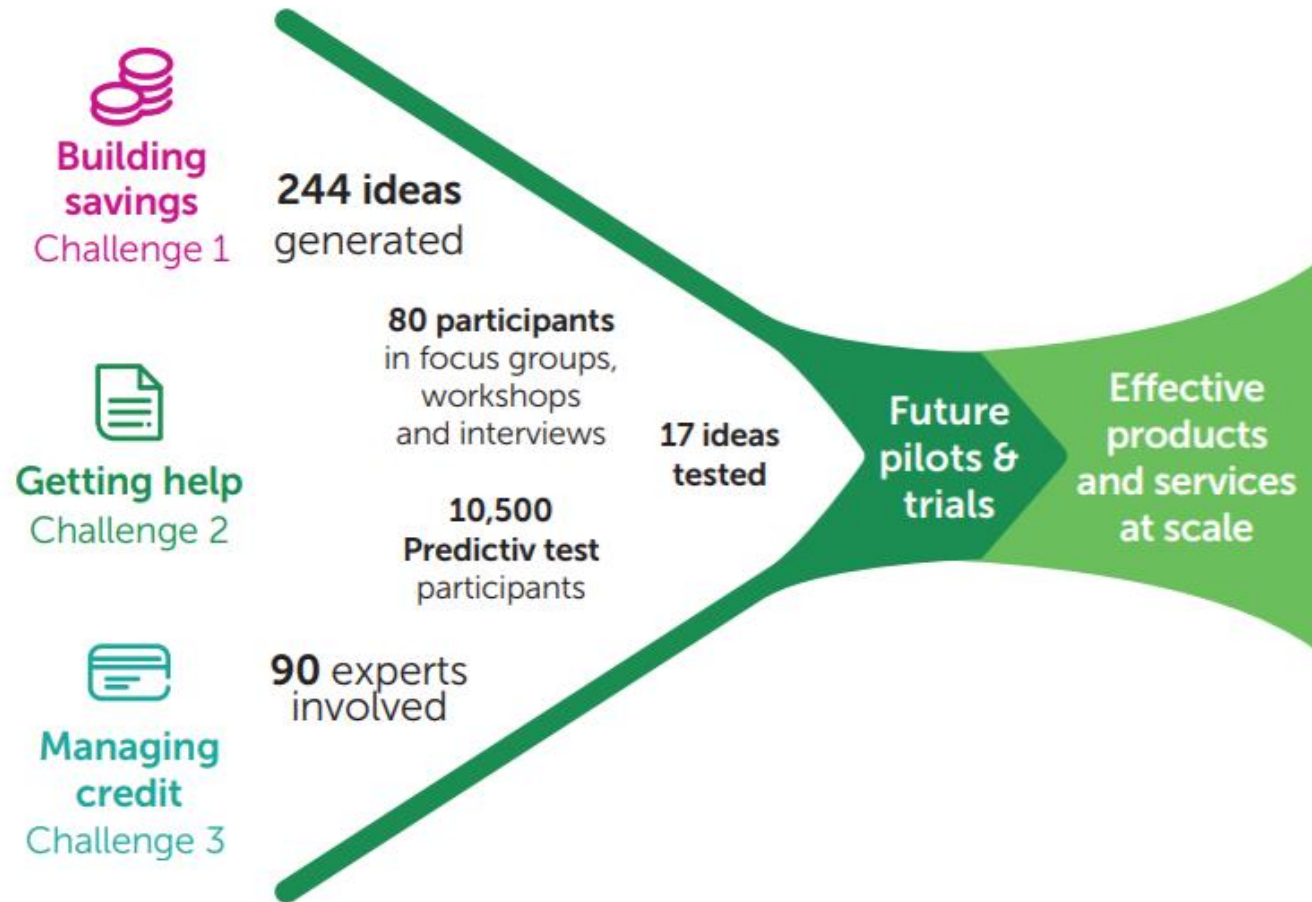


Rewards and incentives



Cater to the ego and emotions

# Financial Capability Lab

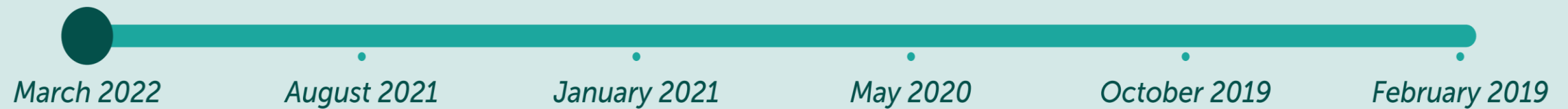


# Hurtigere afvikling af gæld



**Question: When would you like your debt to be cleared?**

*Please use the slider to indicate your repayment period*



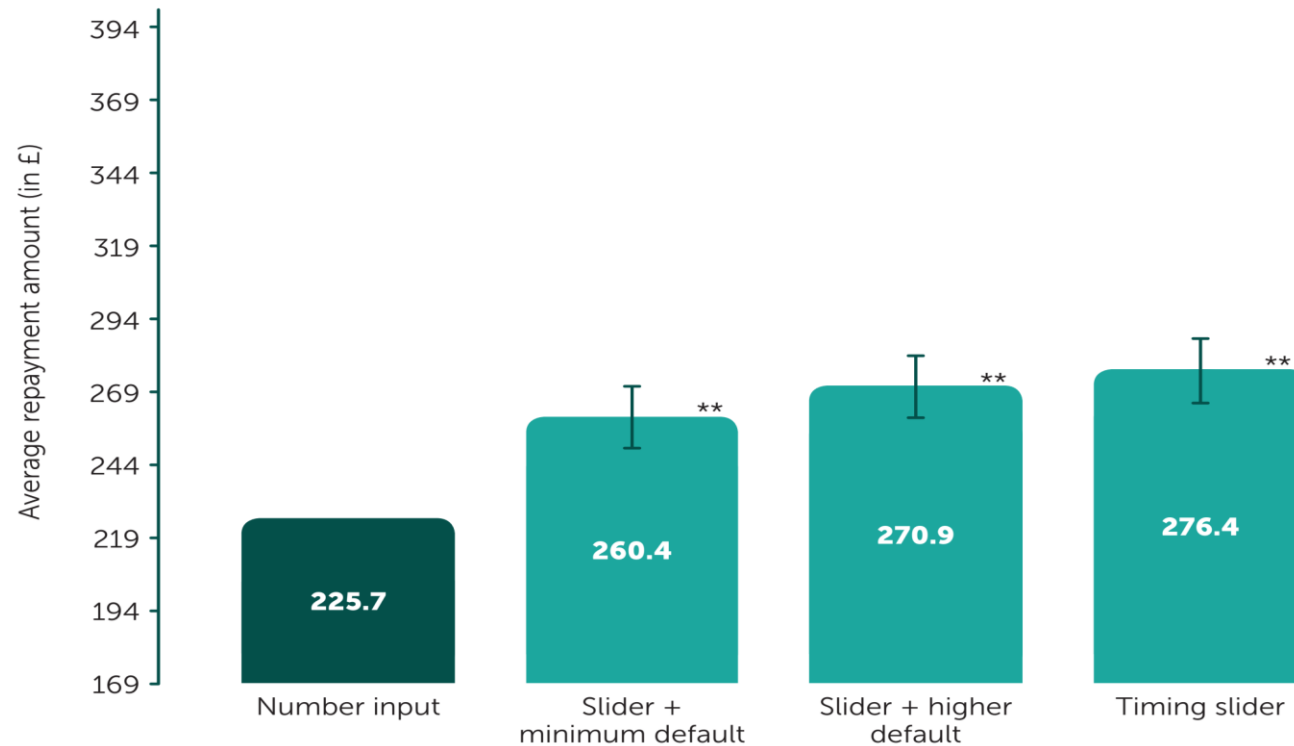
Date when debt repaid: **March 2022**

If my monthly repayments continue to be: **£169**

Total amount I repay: **£8,718**

Total interest I will pay: **£3,718**

# £50 mere i afbetaling i gennemsnit



N = 1,736

\*\* p<0.01, \* p<0.05, + p<0.1

Note: The default repayment is £284 in the 'slider + higher default' condition and £169 otherwise.





WHAT'S  
NEXT?

1. Komplekse problemstillinger
2. Flere interventioner og dimensioner
3. Mashine learning & meta-data analyse

# Konference i London

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