

Online Tools for behaviour change

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Introduction

The focus of our discussion at this month's event was enhancing change capability within our organisations. In this exploration, we acknowledge that while some tools we will highlight may be beneficial for change professionals, our emphasis lies in providing capability build for everyone across the organisation. Surely if we build capability in many people rather than a few we will drive traction towards achieving the benefits if the changes we want to drive?

Mel led the first 20 minutes of today's session sharing insights that she has gained doing research for the newly implemented ChangeabilityPro[®] system. Today's session is not intended as a demonstration of the platform but more an opportunity to explore where we see capability building is heading.

Insights from Current platforms

For further insights into capability building, I recommend referring to the [paper](#). In this discussion today we are taking it as read, that people know what capability they want to build but the question is how, when and where that happens. To align with the scope of today's discussion, Mel omitted numerous portfolio management tools such as McKinsey Wave and workload management tools that may form part of the changes we are implementing but are not specifically for building the ability to manage change.

The marketplace for capability building is growing and turning towards the use of online tools. As part of her preliminary research, Mel delved into the big online course catalogues from platforms like LinkedIn Learning, Udemy, and Coursera. While these platforms offer valuable content, they often lack groundbreaking or latest thinking tailored specifically to the changes our organisations are undergoing, nor do they provide practical techniques.

Conversations with several of her clients have highlighted similar shortcomings in their learning management systems. Many have sourced theoretical training either from existing providers or through in-house creation, which fails to address the practical needs of change implementation. In the chat there was a discussion about what modules we would want to use to build capability. There are many tried and tested models but is it time that we

started to see the emergence of new, up to date models supporting the concept of multiple changes at the same time.

Furthermore, many of these platforms necessitate users to possess prior knowledge of what they seek, leading to the challenge of identifying relevant content amidst a plethora of courses. This creates a paradox where learners from within the organisation must already understand the value of change management to locate pertinent materials—materials often fundamental to the very concepts we aim for them to grasp.

A potential solution to this predicament could involve learning and development departments mandating specific courses. However, this approach introduces another challenge as it imposes learning requirements perceived as additional burdens on employees' time. Surely letting individuals choose what will aid them to achieve the outcomes they need on their projects and learn at the most suitable time for them is the way to proceed.

To address these challenges, we, at [Capabilityforchange](#) explored more intuitive methods for identifying training needs. Full disclosure, a company where Mel is the CEO offers a platform with AI capabilities to organisations worldwide. While other similar platforms exist, none, she believes, directly compete with ChangeabilityPro®. However, she would welcome any insights into competitors within this space. She did not want to focus on the platform, but wanted to invite people to consider defining success criteria for utilising online tools in our change initiatives.

Feedback from the group

The group feedback their insights in what would constitute success for using online tools in change initiatives.

The group had mixed feelings about Artificial Intelligence (AI) believing it to still be in its infancy and not being able to truly understand what people need. The group felt that we are dealing with helping people to change surely, we should in fact be using human beings to help the transition and not AI. Which led onto a conversation about does AI give us the personalisation we are looking for i.e. to meet the very specific, individual needs of our stakeholders as going through change is a personal experience?

In fact, if we are going to get the best out of AI then we need to be able to coach it to better support us, rather than expecting these tools to have the answers immediately, we need to give them the intelligence. In fact, we could use AI to bridge the gap between knowing the question that you need to ask and get the answer that you need. To take it a step further if you are clear about the problem, you are facing but can AI really take you to those change management keywords and terminology that the non-change professional has not heard of.

One of our group expressed that some of the change teams in their organisation see themselves as implementers of the change, in their case the new systems rather than addressing the behavioural change that is needed. They may already have a good understanding of skills like stakeholder engagement and probably have significant

experience in change, but they just don't realise it because their view of change management is that it is some big confusing discipline.

You cannot expect much from these tools, what is needed are models, coaching and learned experience. These tools are only middleware, it can learn and develop based on scraping materials from the internet but it doesn't necessarily bring the emotional intelligence that is needed in managing change. You have to bring your own expertise to it; it cannot do the job for you. We must frame this next step as building knowledge and ability, but it doesn't replace the need to practice.

The methodologies might change because of the tools we use (not just because of multiple simultaneous) as well. One person likened it as the move from project to programme management, when we developed new techniques, new models, new steps in the process when we did this it helped us to think about projects in a different way. In fact, what is the difference between the change release for the new system and the need to change the behaviours – so what is implementation – it is wider than understanding a system and how to use, it is the behaviours, the habits, the routines and the attitude to want to use it = you can give people the best ever bread, but if they don't know how to eat it, it will just go stale – the whole piece – not just tangible but also behavioural change

Conclusion

Artificial intelligence is in its infancy and cannot be relied on to point people in the direction they need to build their capabilities. Only when we can combine the knowledge of the change professional and the individual organisation circumstances can we truly build the capability we need.

At the same time the marketplace has changed. We no longer rely on basic tools and techniques that help us to manage a single change but we have to deal with multiple changes and multiple calls n people time. Only when we start to take a programme view of change management can we start to make the right decisions on the development of skills and resilience that we all need.

Next Event

[Numbers That Drive Change: Unveiling the Power of Benefits Statistics in Change Management](#)

24th April 24 @ 17:30 – 18:30