

A photograph of a modern interior space featuring a curved staircase with a yellow handrail and a white wall. The space is decorated with various potted plants, including a large green plant in the foreground and several smaller plants hanging from the ceiling. The lighting is warm and ambient.

# Driving Behaviour Change

A brief introduction to behavioural science  
and experiments in talent development

MoreThanNow @ Second Home, London



# Agenda

**1 – WHO ARE MORETHANNOW?**

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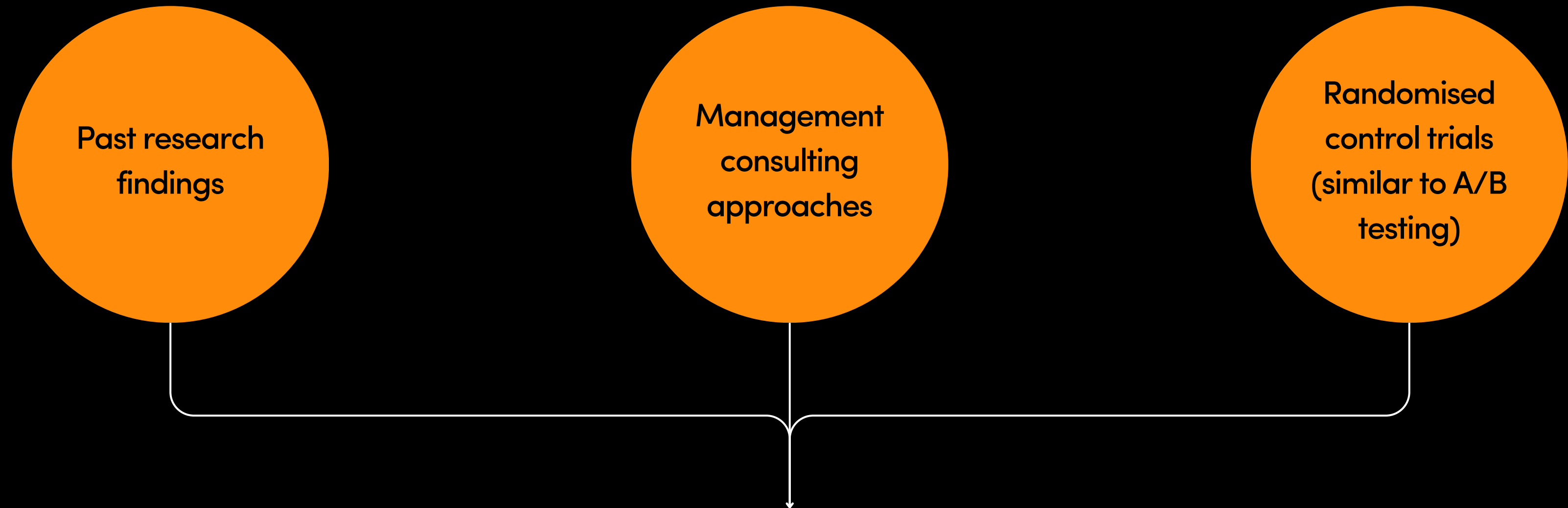
**2 – CASE STUDY: RESKILLING @ VODAFONE**

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**3 – BREAKOUT SESSION: DESIGN & TEST YOUR INTERVENTION**

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# Who are MoreThanNow?



 Morethanow



# Our partners include:



# Our academic support team:

## THE WELLBEING LAB



Professor Laura Giurge  
LSE



Professor Jan-Emmanuel de Neve  
University of Oxford



Professor Christian Krekel  
LSE

## THE PSYCHOLOGICAL SAFETY LAB



Professor Amy Edmondson  
Harvard Business School



Derrick Bransby  
Harvard Business School

## THE INCLUSION LAB



Professor Iris Bohnet  
Harvard Kennedy School



Professor Edward Chang  
Harvard Business School



Professor Oliver Hauser  
Exeter University

## THE PERFORMANCE LAB



Professor Florian Englmaier  
LMU Munich



Professor Maria Guadalupe  
INSEAD

## THE LEADERSHIP LAB



Professor Vanessa Bohns  
Cornell University



Dr Felix Danbold  
UCL School of Management



Dr Clarissa Cortland  
UCL School of Management

# CASE STUDY:

# Reskilling @ Vodafone

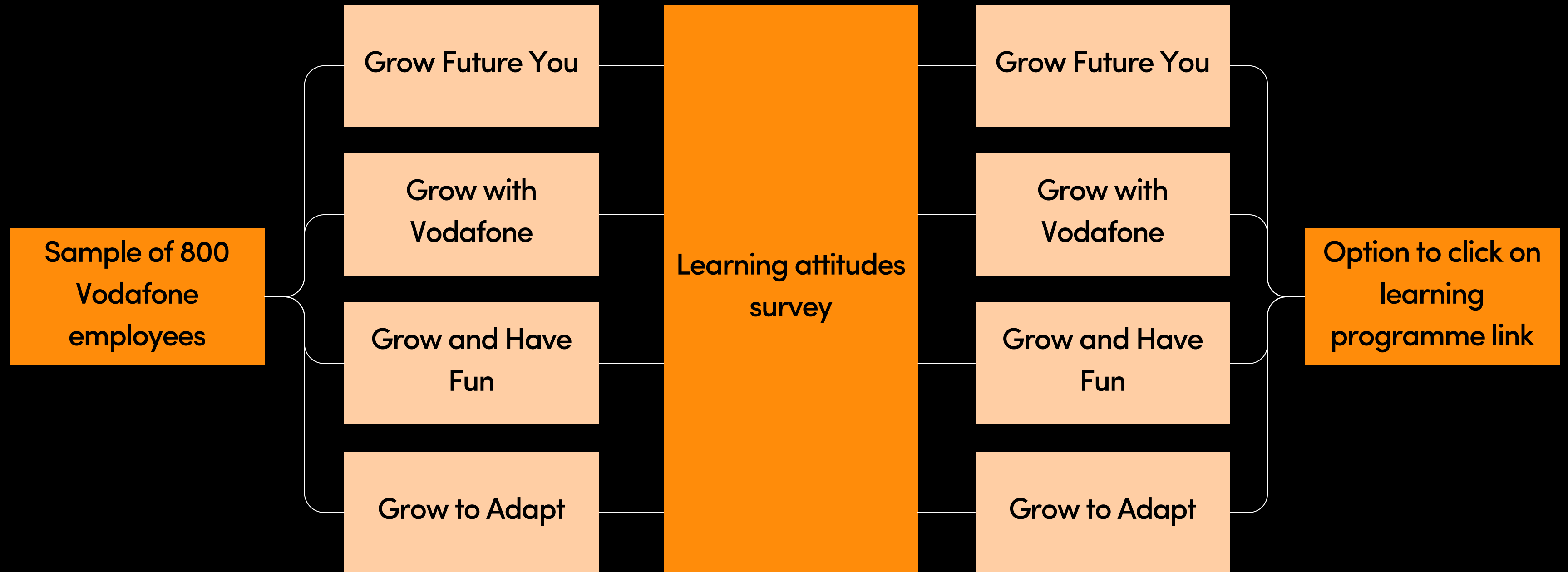
Conducted with support from Harvard  
Business School academics and published  
in MIT Sloan Management Review



# Intervention design



# Experiment design





# Results

## THE GROW TO ADAPT TREATMENT

Stay relevant in a digital future.



**17.5%**

more clicks than Vodafone's  
existing message ("Grow  
with VF")

Significantly more likely  
to explore broader  
career opportunities  
despite time and cost of  
reskilling

# From insights to action



Vodafone's experiment resulted in successful action: Company leaders changed their language from communicating "individual progression" benefits to a more candid "career relevancy and security" message. When Vodafone launched the first cohort of its reskilling program, it successfully engaged 4,000 employees in Italy using this upfront communication style. Some 300 people have now been successfully reskilled and redeployed from contact centers to other internal functions. In total, one million learning hours have been completed by Vodafone employees.

**We found out what works  
for Vodafone we made  
a contribution to  
the business literature.**

**We would apply this thinking  
to the whole spectrum of  
people and change.**

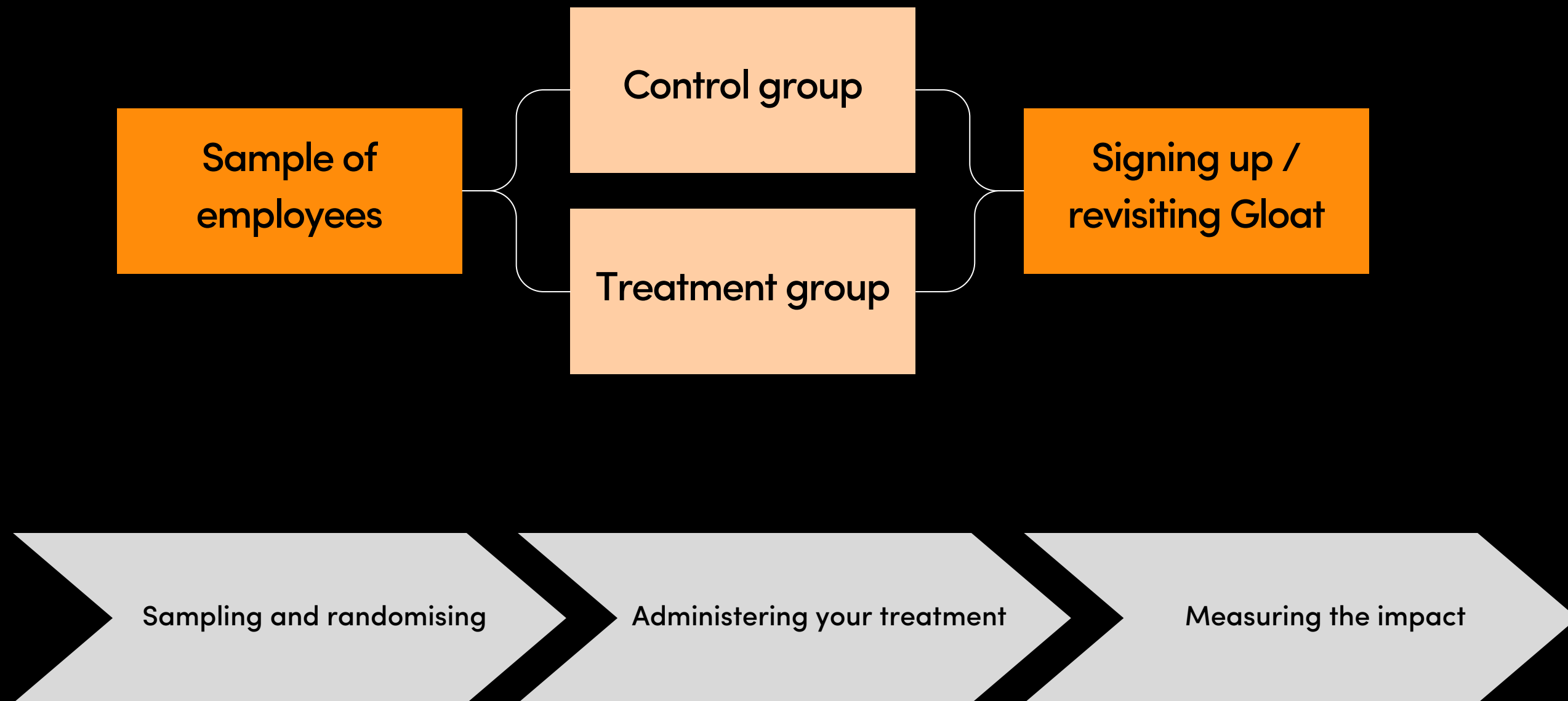
# **BREAKOUT SESSION:**

**Design & test your intervention**

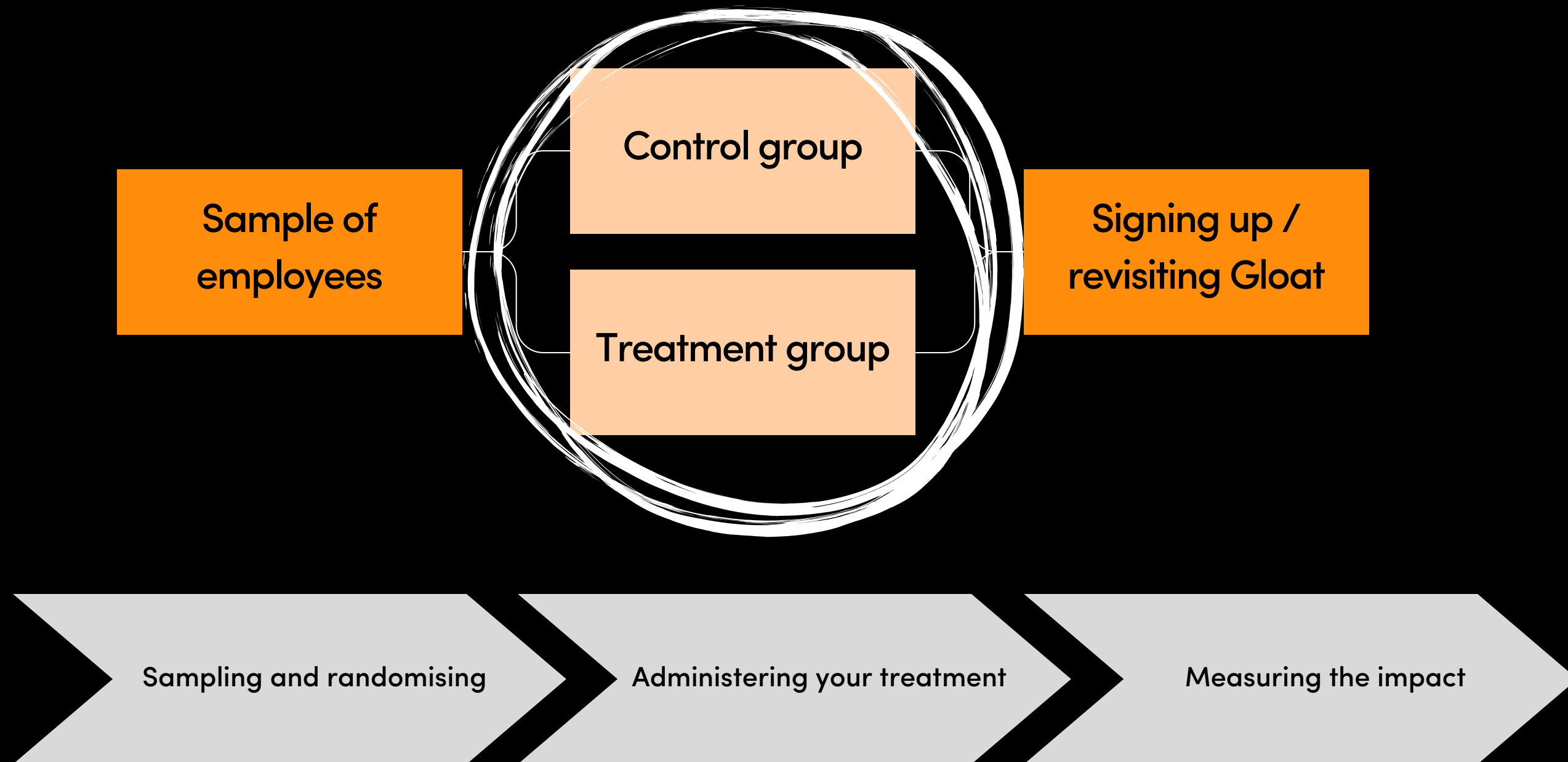




# Let's design a super simple experiment!



# Let's design a super simple experiment!



# STEP 1

## Brainstorm 1-2 messages

### 1 – WHAT COULD MOTIVATE EMPLOYEES TO SIGN UP OR VISIT GLOAT?

Some examples: financial incentives, career development opportunities, the experience of learning something new

### 2 – ARE THERE ANY PAST COMMS CAMPAIGNS YOU'VE SEEN TO WORK ESPECIALLY WELL IN YOUR COMPANY?

If so, can you design and test a message based on this?

### 3 – WHAT WOULD EMPLOYEES WHO HAVE ALREADY SIGNED UP / VISIT REGULARLY SAY ABOUT GLOAT?

Can you use their testimonial to design a message?



## **STEP 2**

**Share your ideas and ask  
any question!**



# Thank you for your attention!

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Any further questions?  
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