



Driving Behaviour Change

A brief introduction to behavioural science
and experiments in talent development

MoreThanNow @ Second Home, London

gloat

morethannow

Agenda

1 - WHO ARE MORETHANNOW?

2 - CASE STUDY: RESKILLING @ VODAFONE

3 - BREAKOUT SESSION: DESIGN & TEST YOUR INTERVENTION

Who are MoreThanNow?



Our partners include:



amazon

REGENERON
science to medicine®



Worley
energy | chemicals | resources

Our academic support team:

THE WELLBEING LAB



Professor Laura Giurge
LSE



Professor Jan-Emmanuel de Neve
University of Oxford



Professor Christian Krekel
LSE

THE INCLUSION LAB



Professor Iris Bohnet
Harvard Kennedy School



Professor Edward Chang
Harvard Business School



Professor Oliver Hauser
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THE LEADERSHIP LAB



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Dr Felix Danbold
UCL School of Management



Dr Clarissa Cortland
UCL School of Management

THE PSYCHOLOGICAL SAFETY LAB



Professor Amy Edmondson
Harvard Business School



Derrick Bransby
Harvard Business School

THE PERFORMANCE LAB



Professor Florian Englmaier
LMU Munich



Professor Maria Guadalupe
INSEAD

CASE STUDY: Reskilling @ Vodafone

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

How to Engage People on Reskilling: A Language Lesson

How can leaders speak about reskilling programs in ways that motivate people to act? Apply this advice gleaned from an experiment at Vodafone.

Carl Clarke, Zsófia Belovai, Michelle Davies, Nicha Surawattananon, and James Elfer
November 07, 2023



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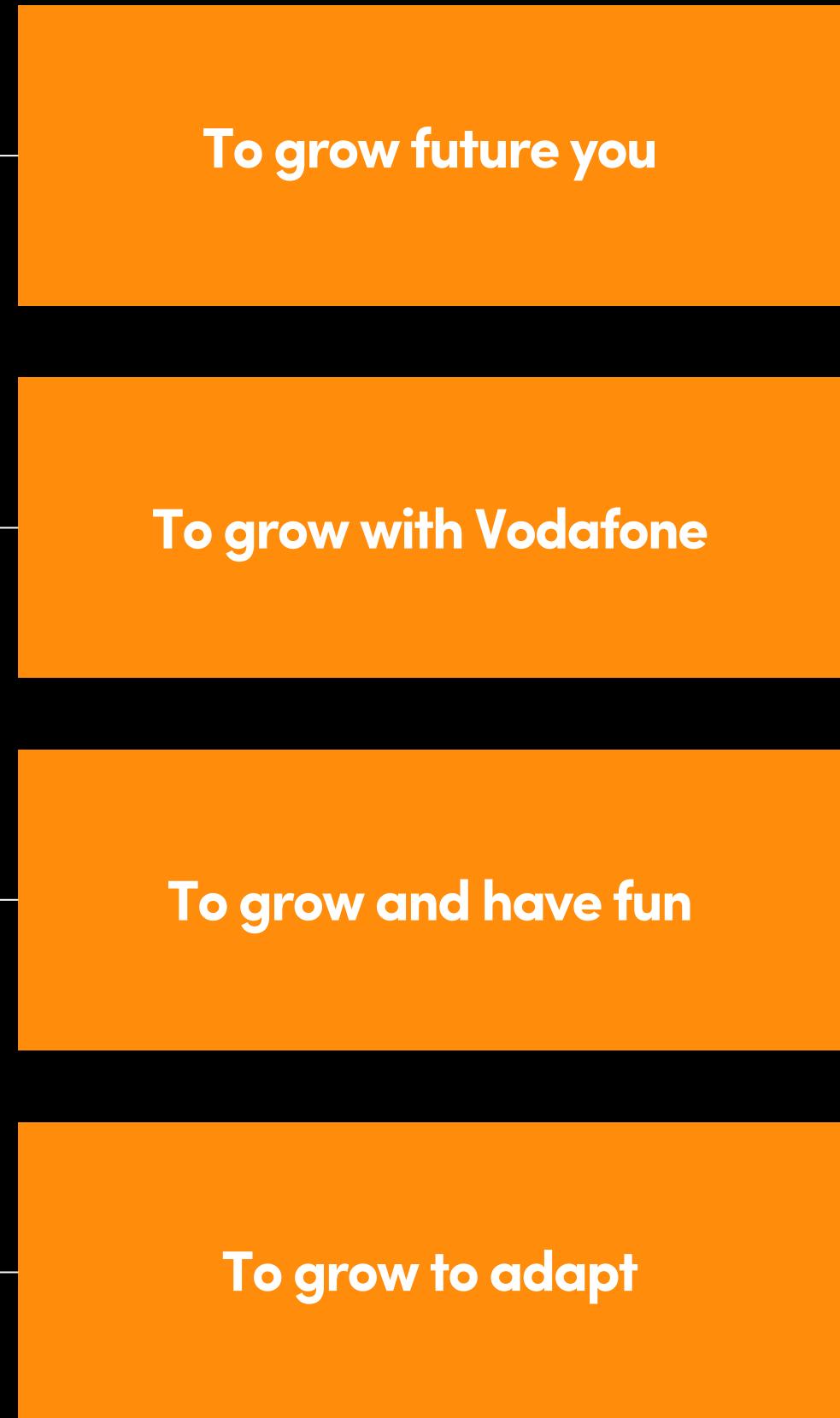
PERMISSIONS AND PDF

MIT Sloan
Management Review

Reading Time: 5 mi



Intervention design



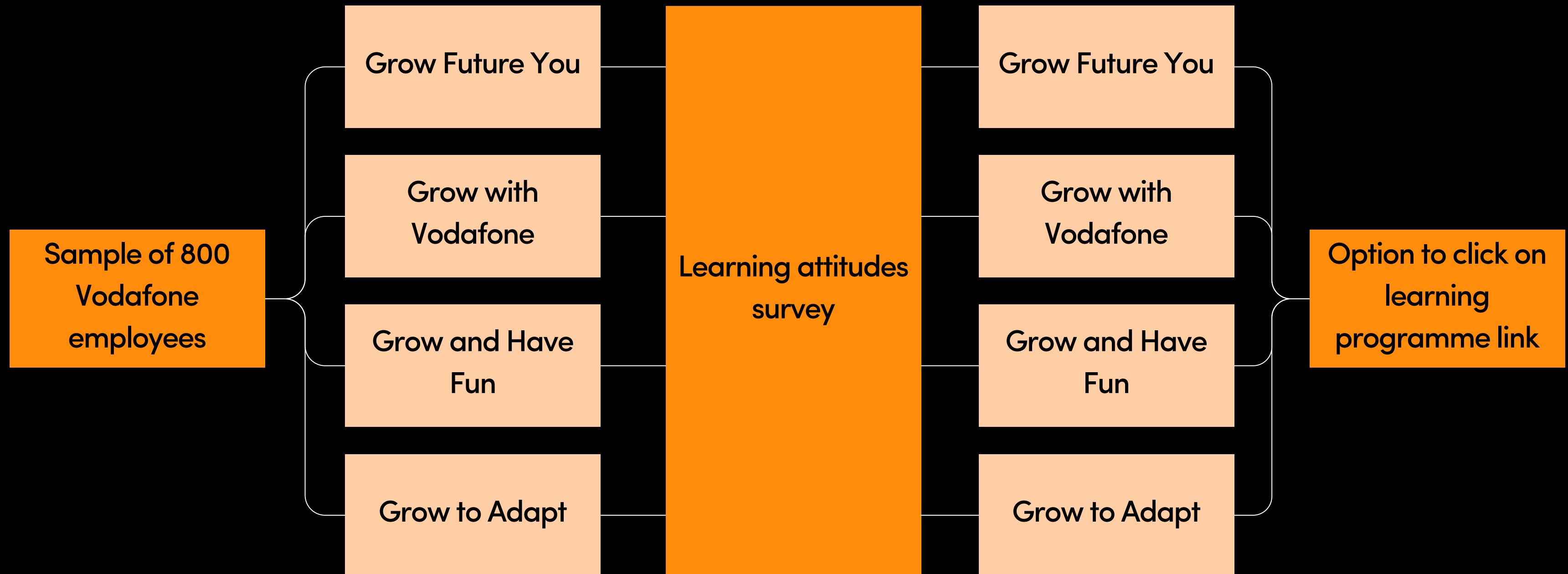
Emphasis on gaining a new skill and investing in one's future career through taking part in a reskilling programme.

Emphasis on helping Vodafone to transform into a modern TechComms company by reskilling.

Emphasis on putting the joy of learning new skills into one's working days through reskilling.

Emphasis on reskilling to stay relevant in a digital future.

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.**

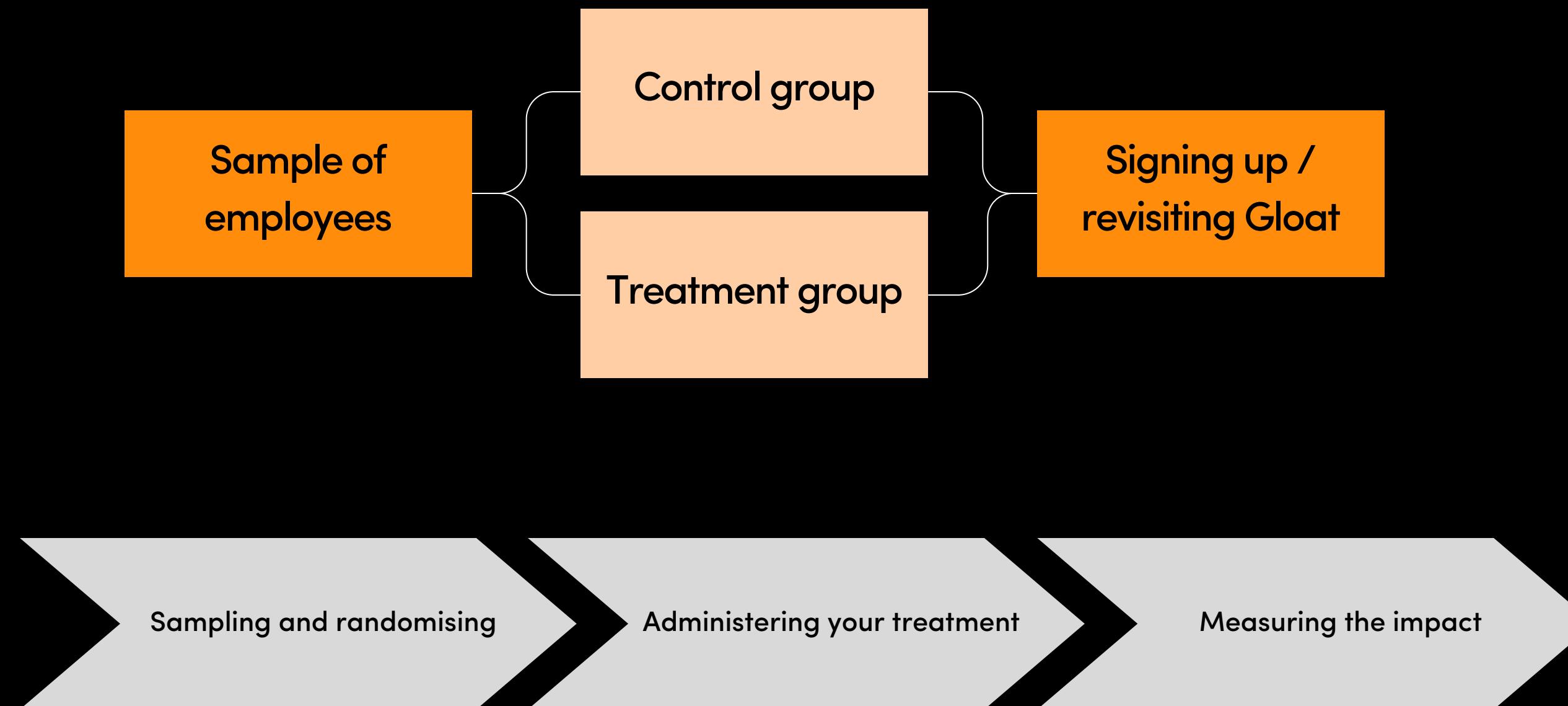
**We would apply this thinking
to the whole spectrum of
people and change.**

*morethan*now

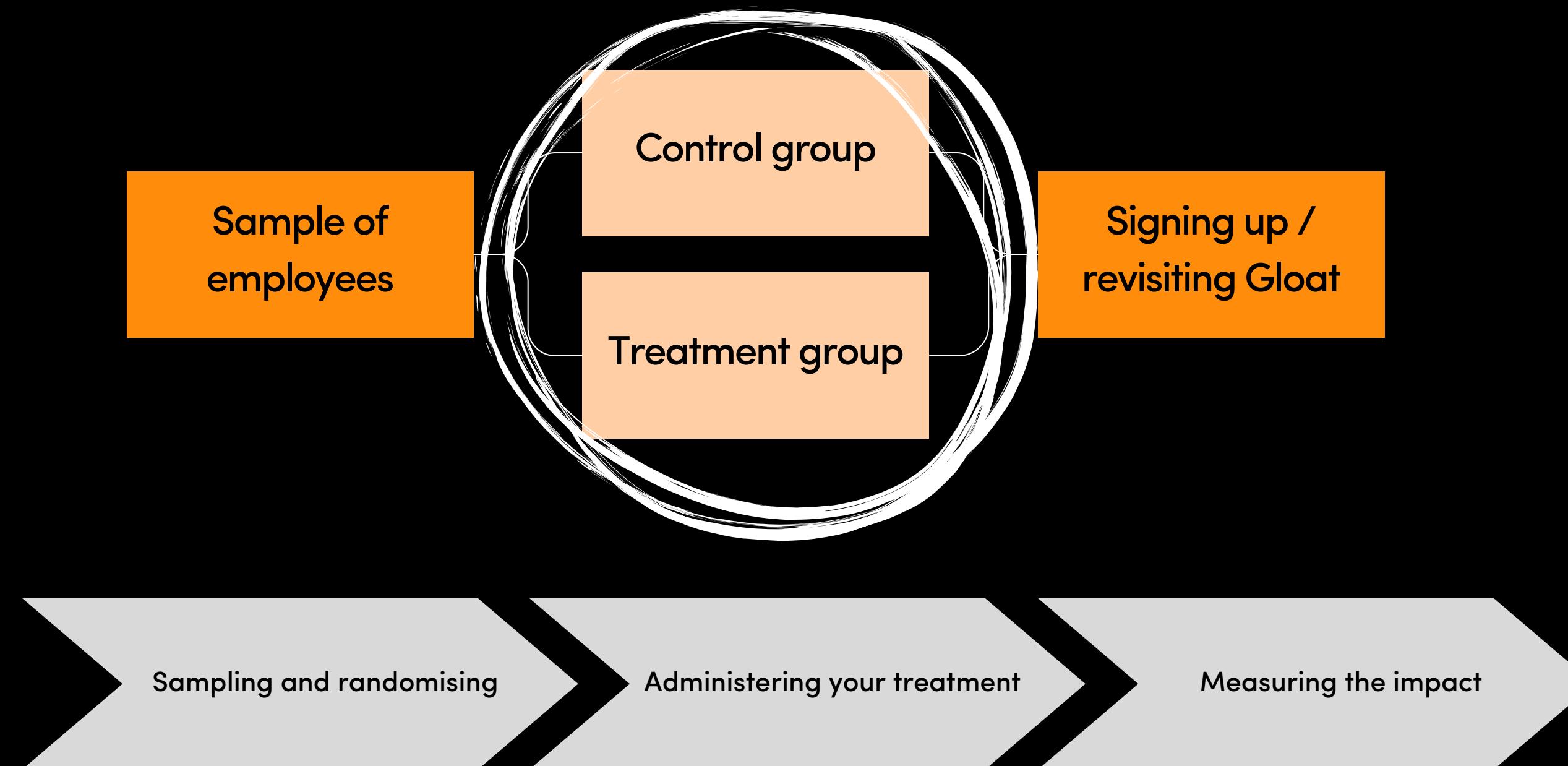
BREAKOUT SESSION:

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!

Any further questions?

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