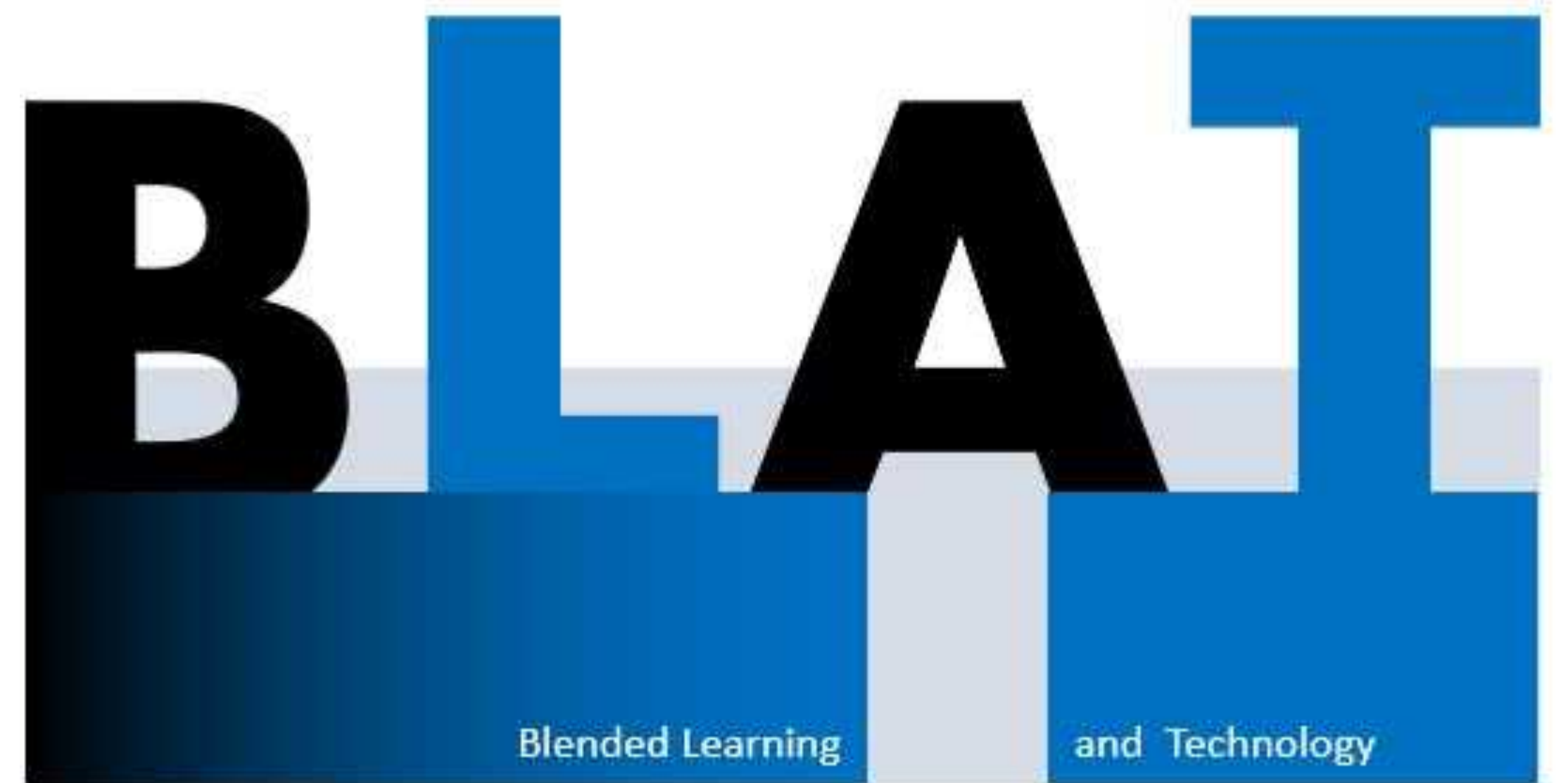


# Blended Learning & Technologies Forum

**26<sup>th</sup> February 2025**

**Andy Graves**



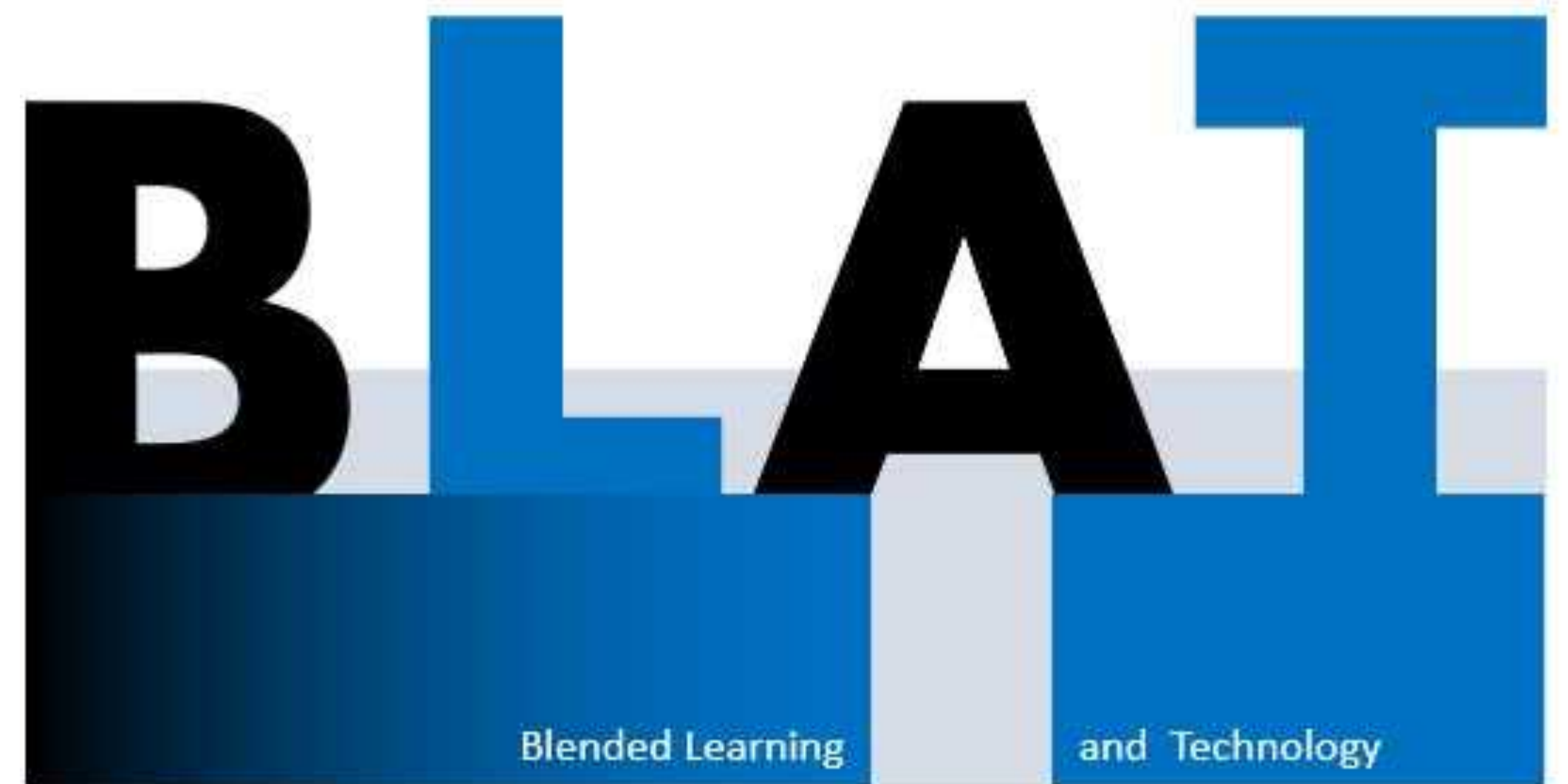


# Blended Learning & Technologies Forum

Thanks for your participation

Let me know if you have:

- Topic suggestions
- Speaker suggestions
- Hosting options





# Practical behavioural hacks

for Driving Change

A workshop created for the wonderful members of BLAT

Five New Zealand



# Why we're here

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We like BLAT. We've played these games before!!!

**We like sharing. We like helping. We like growth. We like the idea of NZ businesses being kick-ass awesome.**



# Fivers supporting this BLAT moment

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### Strategy & Leadership

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Develop clear and impactful strategy and mechanisms to help leaders and executives drive organisational success

### Performance

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Develop organisational frameworks and metrics to deliver your strategy through outstanding employee experiences

### Culture

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Build a solid foundation for your organisation with a culture designed to help you perform at your best. Understand, maximise and maintain your culture

### People

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Develop your best assets - your people - with customised learning and development programmes for skills, behaviours, and mindsets

### Technology

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Identify and implement pragmatic technology solutions that enable your people to perform at their best through digitisation, simplification, and automation



# Transformation be like....





# Transformation observations

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1

Silos are terrible, but they seem to proliferate

This happens because entrenched structures, incentives, and habits reinforce division rather than collaboration.

Breaking down silos requires deliberate effort to align teams around shared goals rather than isolated priorities.

2

The assumptions of awareness, alignment, and engagement are everywhere

Many leaders assume that awareness, alignment, and engagement naturally follow once a transformation initiative is launched.

Organisations must actively cultivate them through transparent communication, clear incentives, and continuous reinforcement.

3

The over-reliance on tech to fix things is madness

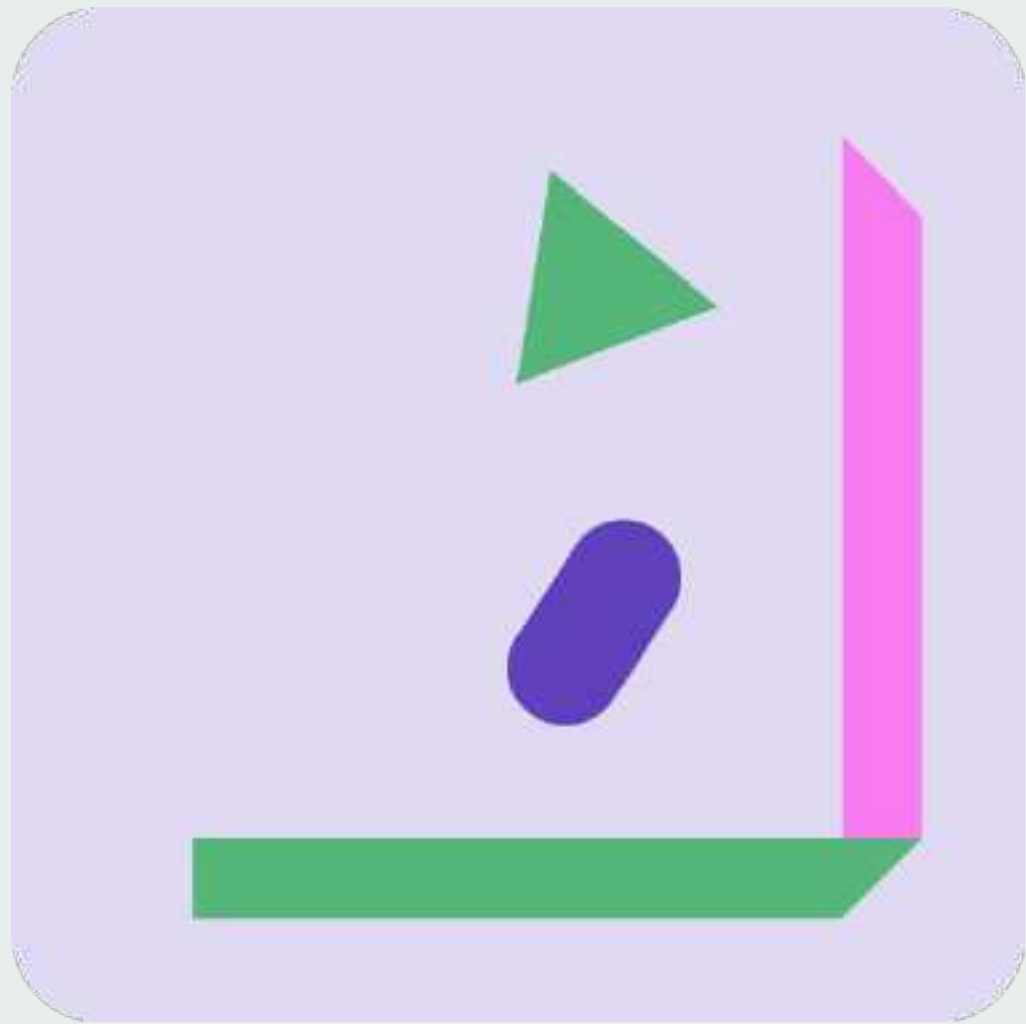
While tech is a powerful enabler, it cannot fix underlying issues of people, process, and strategy on its own.

People problems require human-centered solutions, process inefficiencies demand operational redesign, and strategic gaps must be addressed with well-defined strategic frameworks.



# Table discussion

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When you think about transformations you've been a part of (including right now), what were or are some of the headaches you encountered?

5 minutes



## Accountability

Accountability isn't about blame — it's about clarity. When people know exactly what they're responsible for, they step up. Set expectations, make ownership visible, and reward follow-through.

## Automatic responses

Habits run the workplace. Are current habits helping or hurting your transformation? Shape automatic responses by reinforcing good behaviors and breaking unhelpful patterns.

WE ALMOST ALWAYS SEE  
THESE THINGS IN EVERY  
TRANSFORMATION EFFORT  
WE ARE INVOLVED IN



# Simple tools can have the biggest impact

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## B-COM Enablers

- Doesn't require significant of time
- Doesn't require significant investment of money
- Freely available
- Grounded in research and empirical evidence
- Play to the sweetspot of Learning, OD, and change practitioners

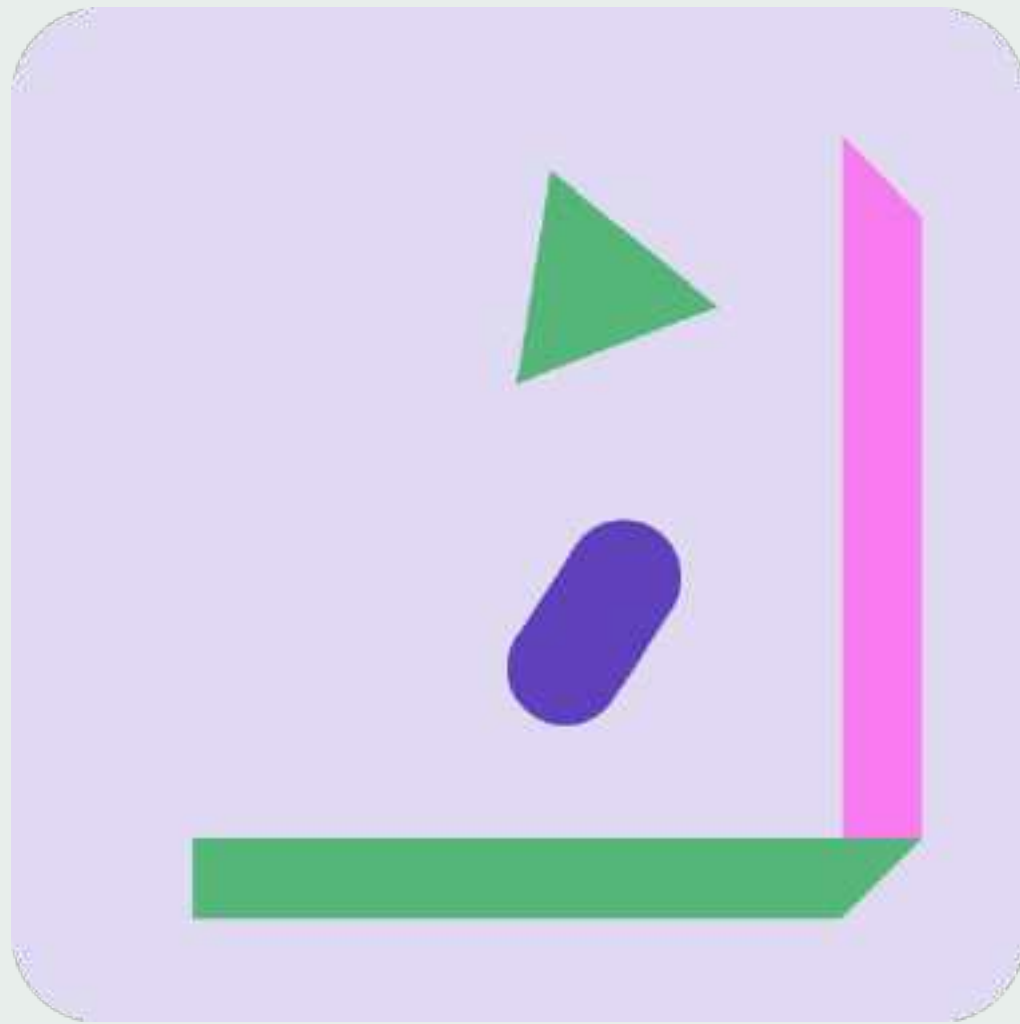
Curiosity

Connection



# Transformation brief

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Each team has a specific part of an organisational transformation to consider.

At your tables, discuss what potential problems you might encounter with this transformation?

**Think specifically about behaviour changes.**

5 minutes



# These things are shorthand for barriers

Irrespective of what transformation you are working on in this room, we have significant overlap in the behavioural challenges. These things are common to all.

**1**

People are always involved.

**2**

Transformation is inherently complex.

**3**

People tend to make transformation harder than it needs to be

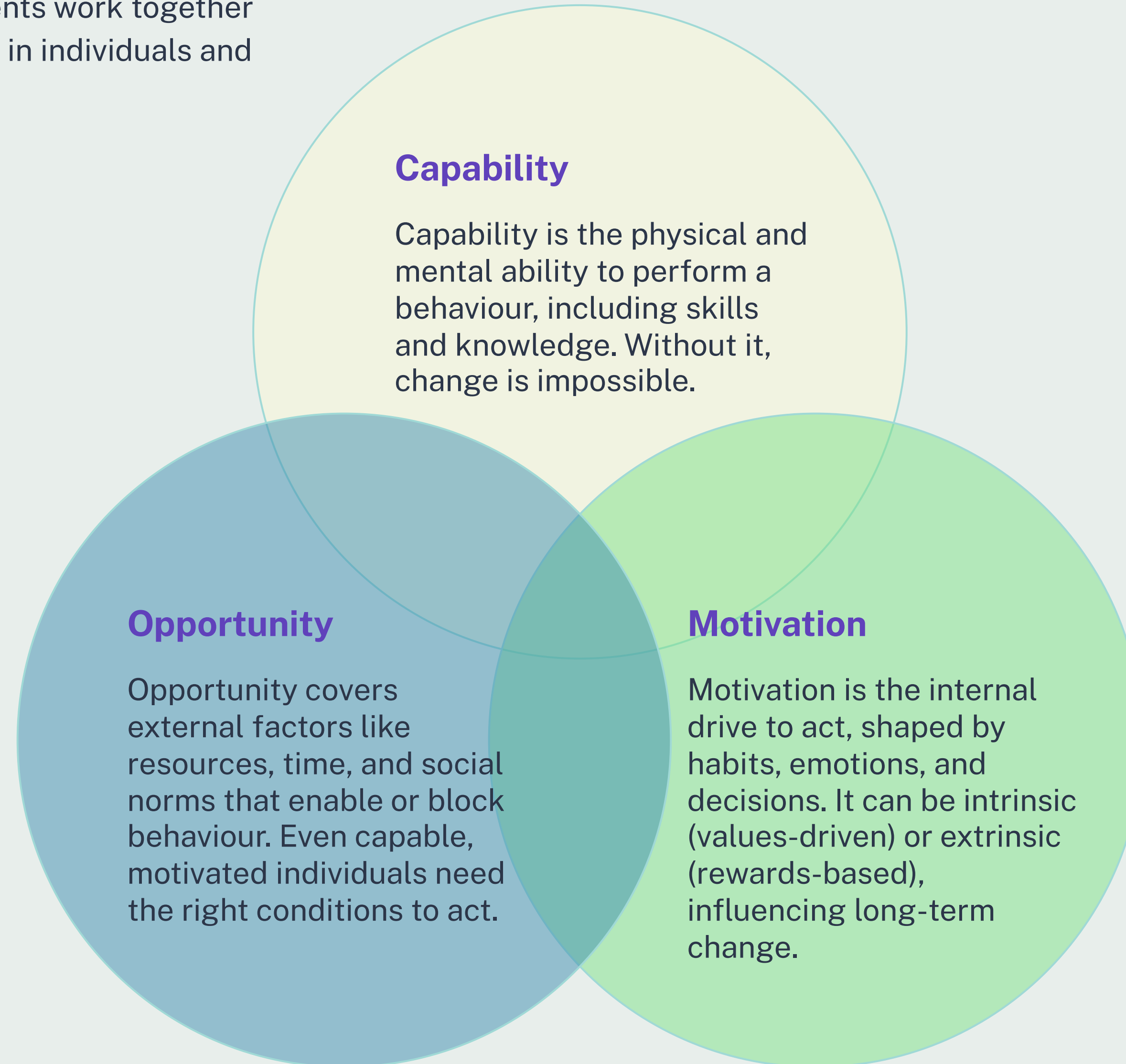
We find that the solutions to overcome these barriers are also frequently the same thing.





B-COM refers to the Behaviour-Change Model. These three elements work together to drive behaviour change in individuals and organisations.

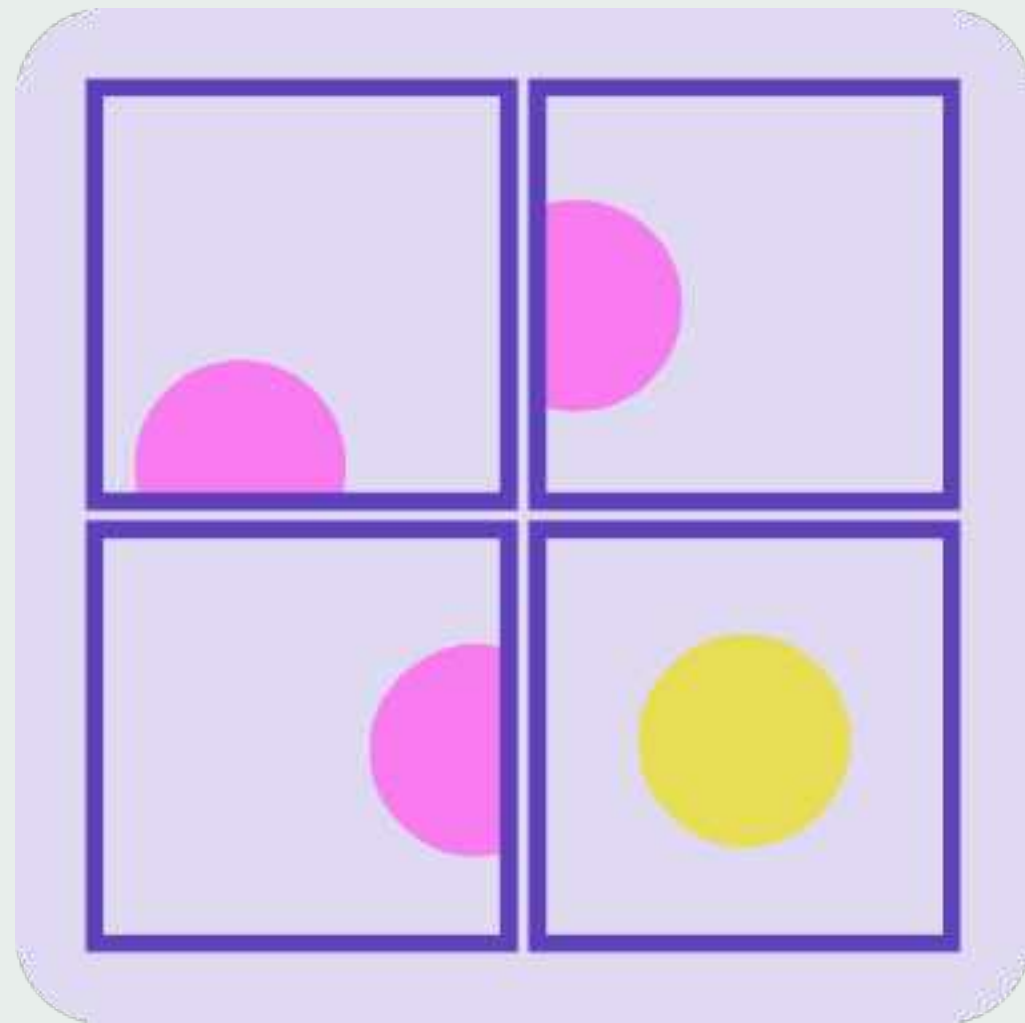
*Adapted from “The behaviour change wheel: A new method for characterising and designing behaviour change interventions” (Michie, van Stralen & West, 2011).*





# Enablers

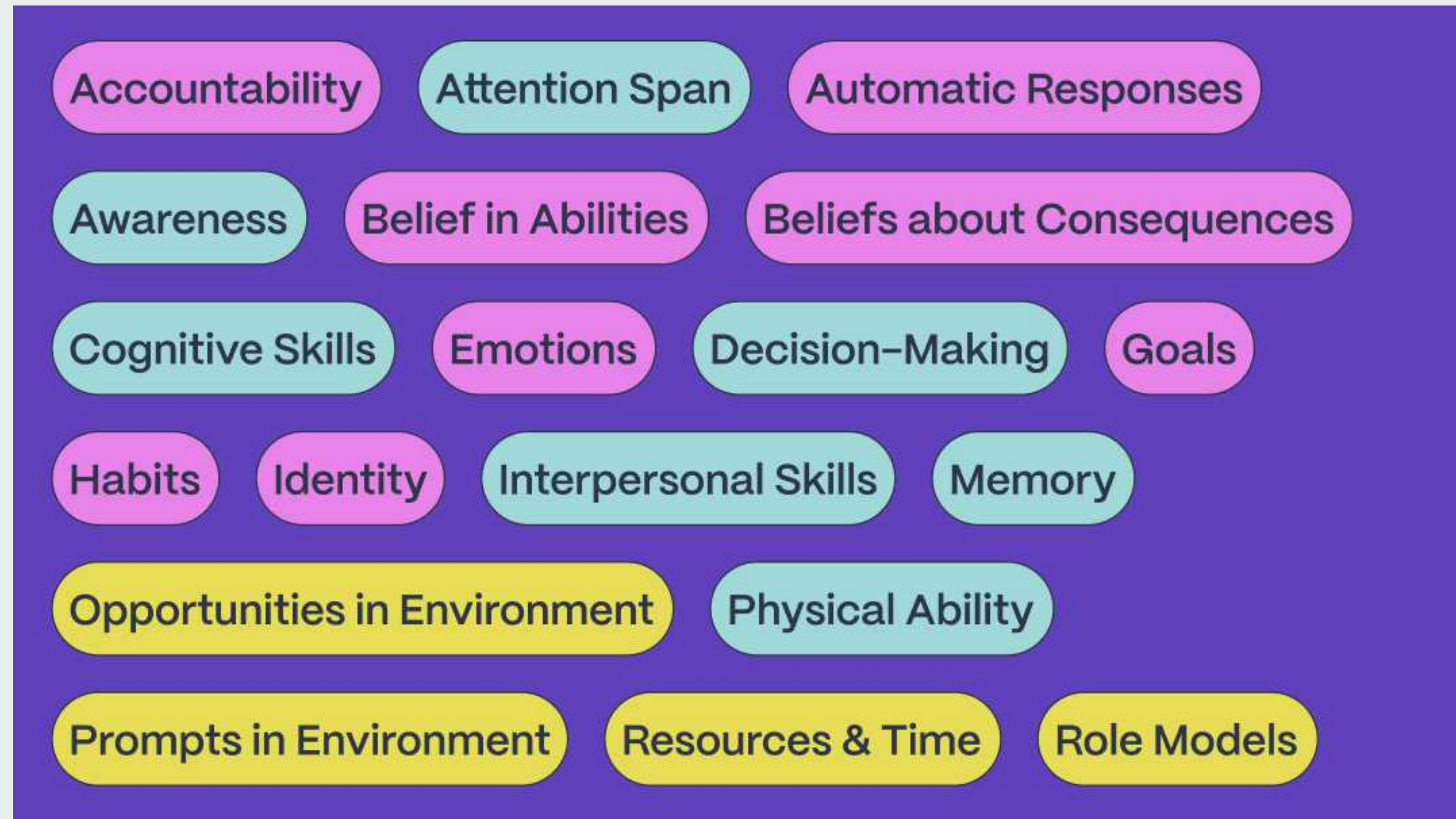
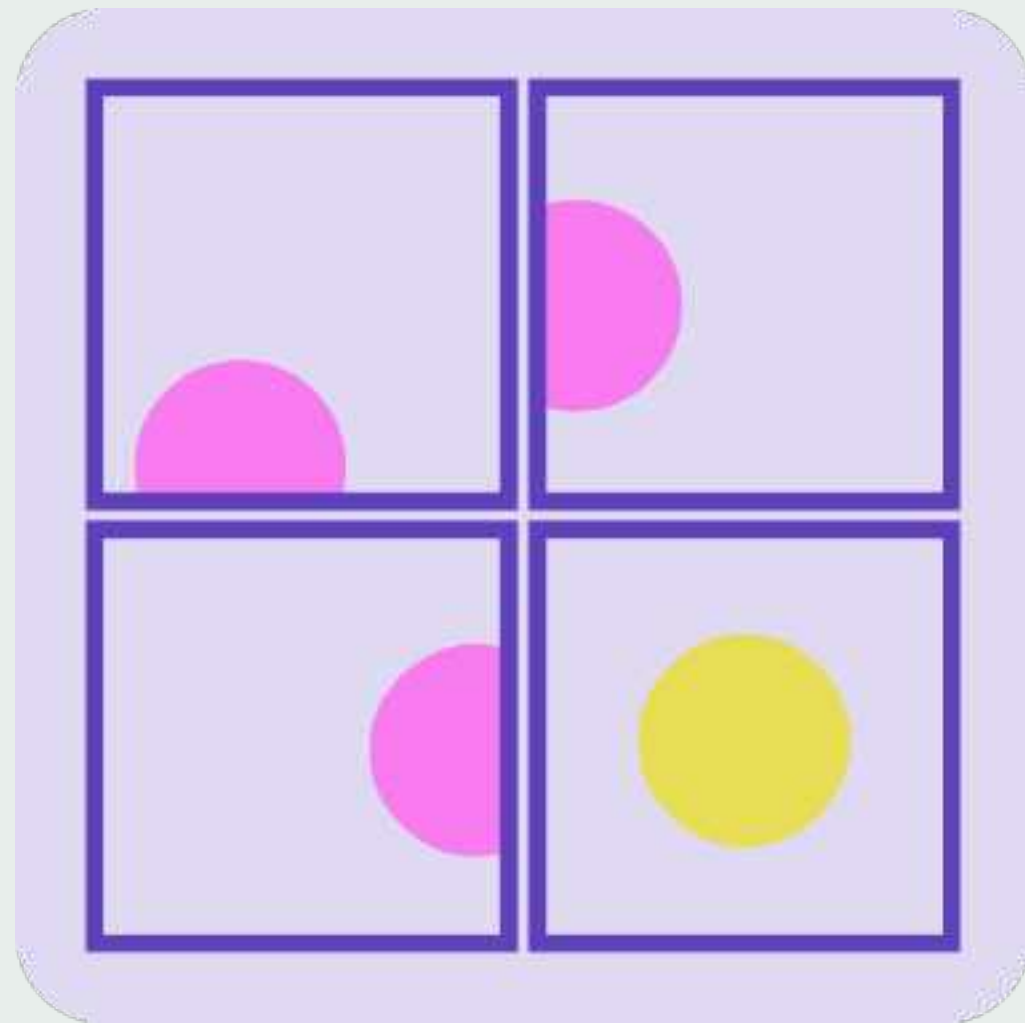
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At your tables, you have **five enablers**. You may believe these are the best tools to support your transformation - but they might not be.

Other teams have different enablers. What's out there and how much it could help you is a mystery right now – just like in a real transformation – we need to deeply understand what's happening in other teams, and how they (and we) can influence or support each other's work.

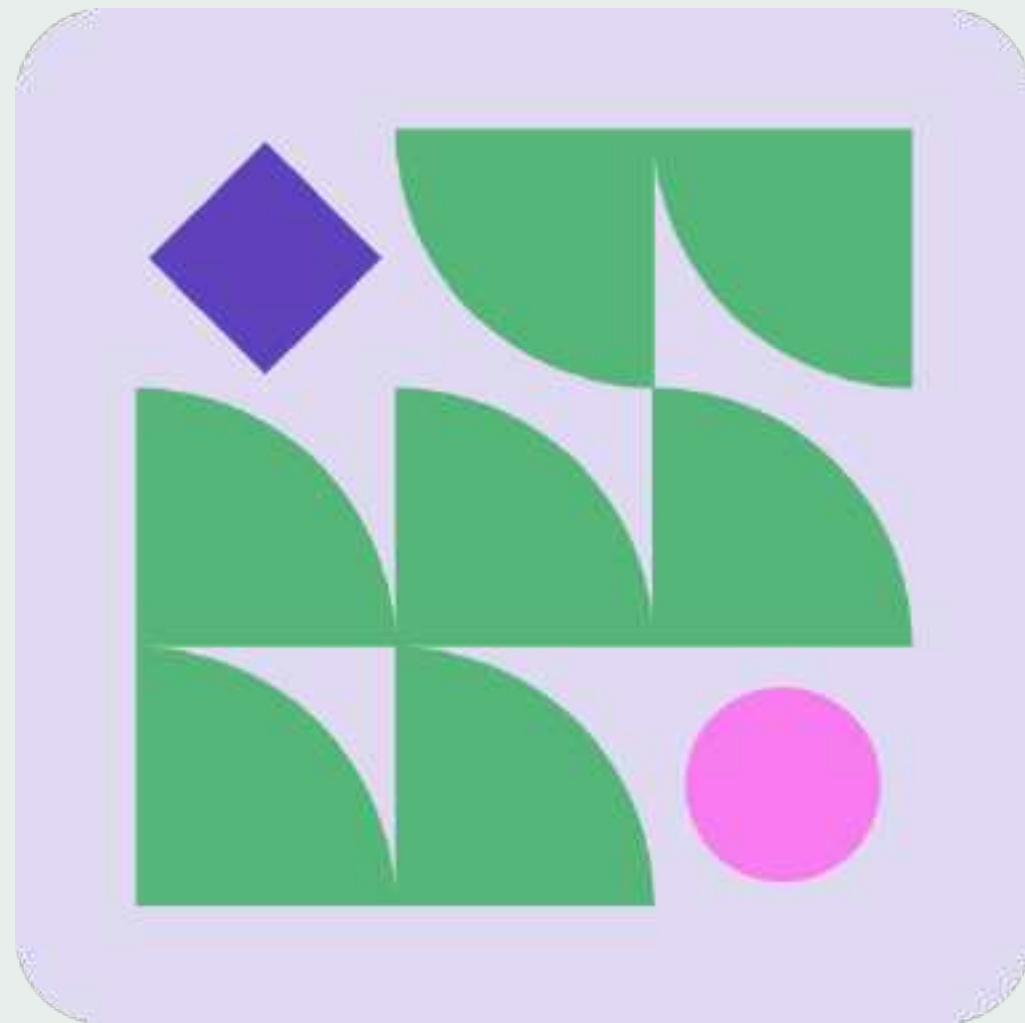
# Heads up on what you could find if you go hunting...





# Let's play

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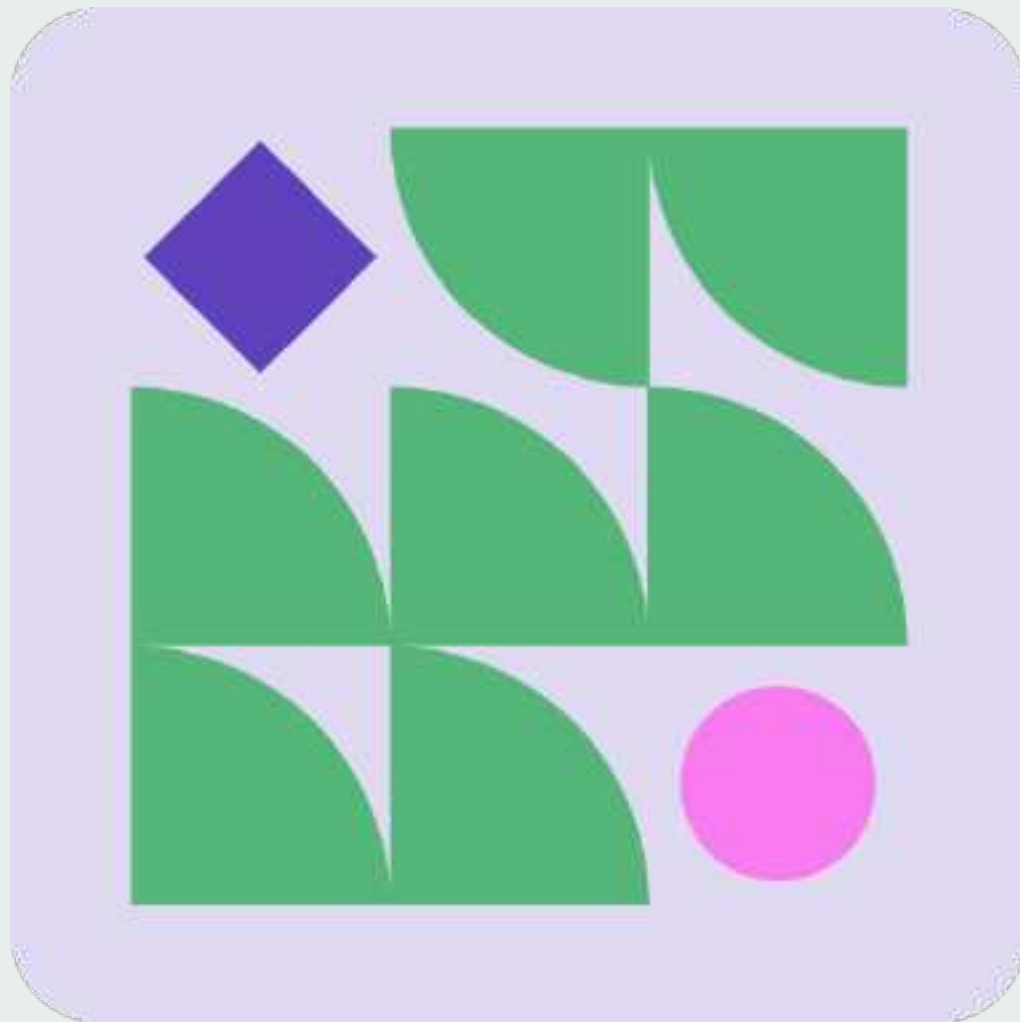


Your team has been assigned a transformation challenge with three key goals. To succeed, you must select the key enablers which will help you successfully transform your organisation!

1. **Plan** - Read your challenge and goals — what barriers could stop you? Look at your five enabler cards. Are they what you need to succeed? If not, consider what else you may need. How will you engage with other teams?  
7 minutes
2. **Trade** - When the buzzer sounds, go! Talk to the other teams and trade, negotiate, steal, beg, or barter to get the enablers which will help you succeed.
3. **Win** - When you think that you have the top 5 enabler cards to help you achieve the goals of your challenge - shout “**TRANSFORMED!!!!**”

# Debrief – round 1

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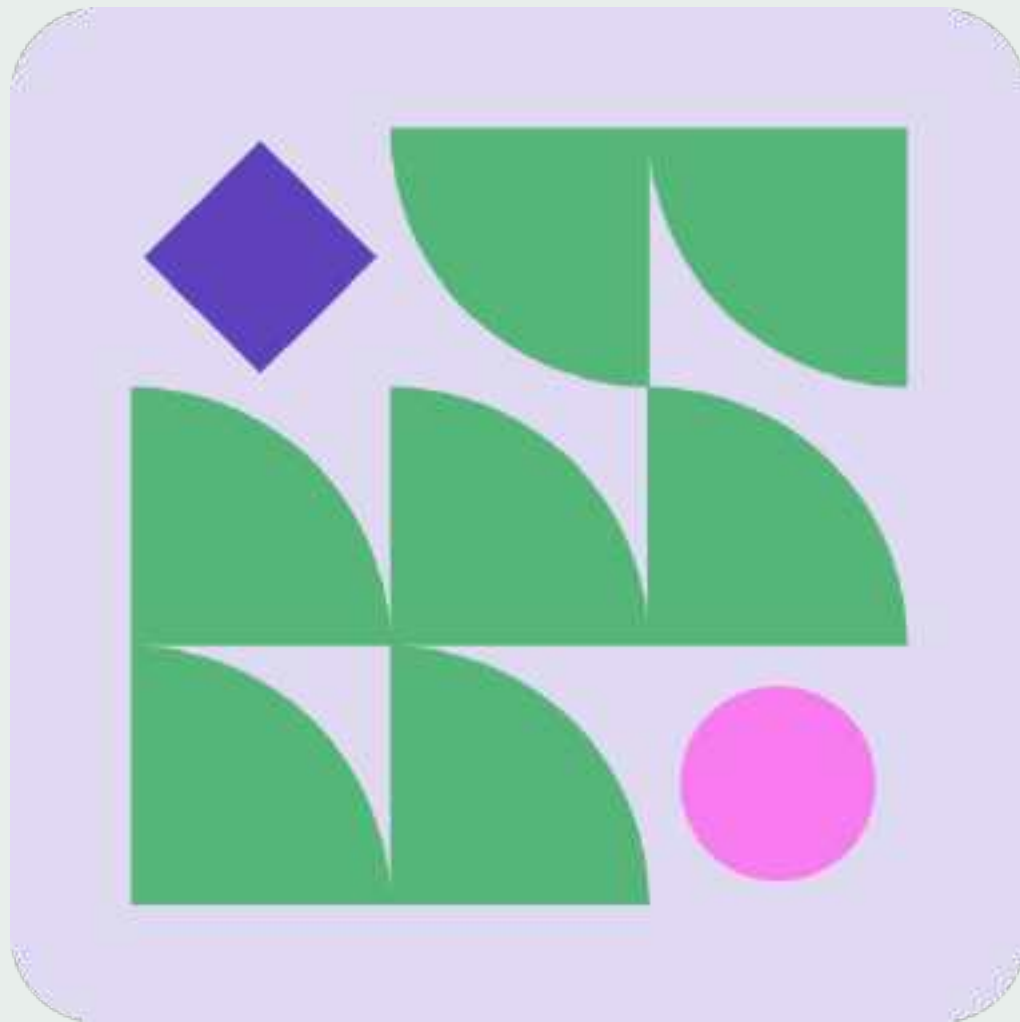
- How did you go about determining if these were the best enablers for your transformation?
- How did you plan to discover what was happening elsewhere across the organisation? What sense of understanding do you have about the organisation's resources now?
- How do you feel about completing (or not completing) in the time you had allocated?
- How did you connect with others to solve the larger organisational needs and serve the greater good?

10 minutes



# Round 2

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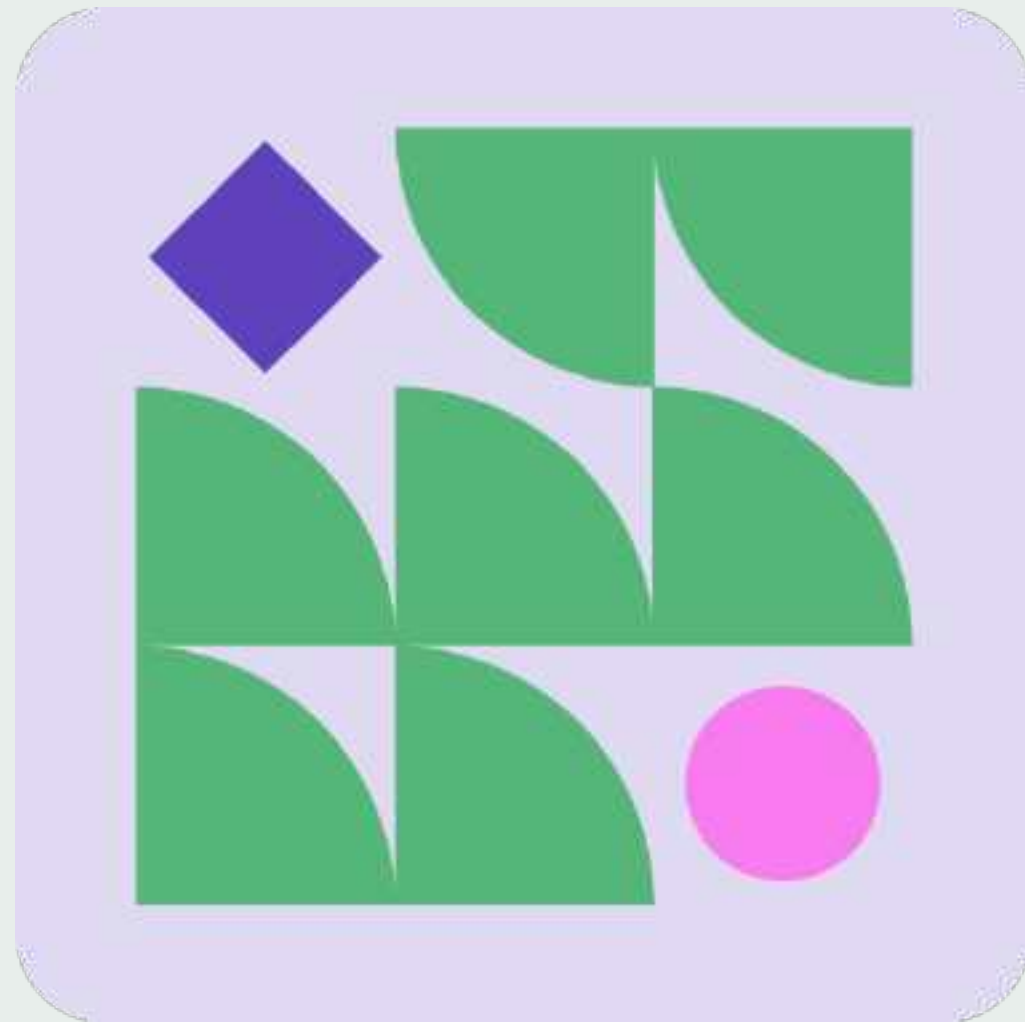


Now you know how this works, and what the organisation has at its' disposal

1. **Reassess** – You have the same challenge and goals, but now you have different enablers in your toolkit. Is your approach to solving your transformation still the best one for the organisation? How might you modify it to help the organisation achieve its' goals?  
7 minutes
2. **Trade** - When the buzzer sounds, go! Talk to the other teams and trade, negotiate, steal, beg, or barter to get the enablers which will help you succeed.
3. **Win** - When you think that you have the top 5 enabler cards to help you achieve the goals of your challenge - shout “**TRANSFORMED!!!!**”

# Debrief – round 2

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- How did you modify your approach this time?
- Why did you choose to do that?
- What behaviours were you role modelling in this moment? How might you have been acting as one or more of these enablers?
- How did it feel compared to round 1?

10 minutes



# So what?

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1

Deeply understanding the challenge is critical

2

Building an understanding of the organisational landscape is critical

3

Thinking about barriers first (before solutions) helps us to choose better options

4

Selecting the right enablers can minimise cost, time, expense, effort, energy and stress in transformations.

5

Our ability to influence, drive, engage and lead transformations is huge – this is our skillset!

# Want more?

## Download these enabler cards for free

Feel free to use these cards within your own teams, or to support you with your own transformation.

You can download them for free and print off as many as you like by scanning this QR code.

Go for gold. Do great things. Get super curious. Give us a shout if you get stuck.





# Thank you

We appreciate you sharing your transformation experiences, having fun, playing the game, and experimenting with the B-COM enablers. Give us a shout if you wanted to learn more.



**Nick Mackeson-Smith**  
Chief Curiosity Officer



**Anna Kingston**  
Performance Coach



**Jo Workman**  
Mindset Shaper



**James Kitney**  
Chief Strategy  
and Transformation Catalyst



**Racheal Reeves**  
Chief Creative  
and Behavioural Strategist