

✱ Click

NO BULL\$H!T PAPER:

# The frictionless path to culture change.

We've realised current methods don't work but haven't created a better way. Until now...

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# Short on time? Here's a summary.

## PART 1:

### The industry has taken a wrong turn.

Organisations invest billions in behaviour and culture change. Most initiatives create short-term momentum, at best.

Traditional methods target people. They aim to upskill them and motivate them to change. Their impact runs out as soon as people get busy, tired, and stressed.

In contrast, successful behaviour change efforts also change the systems, conditions, and environments around people. They create the conditions that make the behaviour change feel obvious, easy, and rewarding.

When trying to change behaviour and culture, we must target the environment. Frictionless Change is a new method that intentionally designs the social and structural environment around people.

## PART 2:

### Why we haven't got this right (yet).

We already seem to understand that the source of cultural problems often lies in the social and systemic environment around people. And yet, we persist with traditional, individual-focused methods because of three barriers.

#### 1. Traditional methods often receive positive feedback.

This positive feedback removes the burning platform for re-examining our approach. We must take this feedback with a (large) pinch of salt.

#### 2. Systems change is seen as an impossible task.

People avoid systems change since it sounds like overhauling the entire business. But you can start small. It doesn't need to be overwhelming.

#### 3. We've lacked a clear and effective method (until now).

We have lots of science to help us, but it's complex and built for other contexts.

That's why we've bottled this science to build Frictionless Change – a new, evidence-based, pragmatic method that's been purpose-built to change behaviour and culture at work.

## PART 3:

### The science of going frictionless.

We've built Frictionless Change using hundreds of studies, theories, and tools from four major disciplines: behavioural science, design thinking, organisational development, and systems thinking.

Each discipline offers unique value to the frictionless approach:

1. Behavioural science gives us the tools to shift behaviour.
2. Design thinking shows us a process for change.
3. Organisational Development shows the conditions to target.
4. Systems Thinking helps us understand the system.

## PART 4:

### The playbook for Frictionless Change.

We've built a Frictionless Playbook, consisting of digestible activities called *Set Plays*. Each Set Play is a semi-structured process built to achieve a particular goal.

We've organised the Set Plays under three key areas:

1. **Define.**  
Set Plays that agree and clearly define your target behaviours and culture.
2. **Design.**  
Set Plays that help leaders intentionally shape the environment in a top-down fashion, reducing friction with the desired behaviour.
3. **Develop.**  
Set Plays that help people design their own environments to actively create bottom-up culture change.

**PART 5:**

## The nuts and bolts of Frictionless Change.

To create Frictionless Change, we must select the right Set Plays at the right time.

In the last section, we share more detailed overviews of four example Set Plays. For each, we explain what they are, when to use them, and the benefits of doing so.

The goal is to provide a flavour of how Set Plays work in practice.

## Create frictionless culture change from tomorrow.

Compared with traditional methods, Frictionless Change will help you:

1. **Create longer lasting impact.**  
Your impact won't rely on short-lived boosts of motivation, willpower, or effort.
2. **Save time, money, and effort.**  
You won't need to keep investing in efforts that only create short-term change.
3. **Reduce reliance on sceptics.**  
You'll be less reliant on buy-in from sceptics who want change, but won't invest effort.
4. **Build respect and credibility.**  
This more sophisticated approach will help you build credibility and your reputation.

Want these things? Select the button below to get started.



**Speak to Matt.**  
(friendly chat, not a sales pitch)

# What are No Bull\$h!t papers?

## The short answer:

Like a white paper, but more practical and provocative.

## The longer answer:

Bull\$h!t is everywhere.

Especially when exploring abstract concepts like culture. It creates unhelpful noise where it's impossible to tell facts from fiction.

We wanted to cut through this noise. That's why we created our No Bull\$h\*t papers.

## INTRODUCTION:

# Why Pixar put their best table in landfill.

## In Pixar HQ, there was a grand, bespoke table.

Long, narrow, and meticulously crafted for the room, this table hosted meetings amongst the creative minds behind Pixar's iconic films.

Although beautiful, the shape of the table made it hard to hear and see people at both ends of the table.

## A subtle, unspoken caste system then developed.

When entering meetings, senior colleagues began to gravitate to the middle of the hefty table. This way, they could be seen and heard by everybody in the meeting.

Meanwhile, junior staff found themselves at the table ends, struggling to contribute.

## But Pixar needed people to speak up.

Pixar's leaders recognised creativity comes from the input of diverse ideas. They knew they needed to break this subtle caste system.

So, did they use internal comms to inspire people to speak up? Or perhaps invest in training for inclusion, creativity, or psychological safety at work? These responses would be typical for the modern organisation.

No. Instead, they noticed that junior colleagues would speak up in other meeting rooms. Ones without the large, beautiful table.

So, they acted.

## Pixar threw their best table into landfill.

Overnight, junior staff shared their ideas more freely. Pixar made its culture more inclusive. Totally for free.

The moral of the story?

When it comes to behaviour and culture change, the status quo is to focus on people. We try to give them new skills and motivate them to change.

But sometimes, there's an easier and more effective way. One that targets the environment around people.

## If we change the tracks, the train will follow.

This is the philosophy of Frictionless Change.

In this No Bull\$h!t paper, we describe why we need this new approach and how our mindset and methods must change.

Our ultimate goal is to create longer lasting changes in culture and behaviour for less time, money, and effort.

Thanks for reading.



**Matt Furness**  
Founder of Click

PART 1:

# The industry has taken a wrong turn.

## Billions are invested in culture and behaviour change.

The modern organisation is in a permanent state of flux. Changes in strategy, operating model, digital systems, and processes are simultaneously rolled out. And over 70% of leaders recognise that their organisation's culture impacts the success of these changes.<sup>1</sup>

So, organisations invest billions in culture and behaviour change.<sup>2</sup> Their goal is to make their people more inclusive, more focused, more collaborative. The list goes on.

## But culture change never seems to stick.

All the evidence points to the same unfortunate truth. Initiatives sometimes create short-term momentum, but rarely long-term changes in behaviour or culture.<sup>3, 4, 5</sup>

One recent CIPD review even summarised, "It's not possible to draw any conclusions about the effectiveness of interventions to change culture."<sup>3</sup> So, why do current efforts fail?

## Traditional efforts try (and fail) to change people.

The most common methods are events, communications campaigns, training, and leadership development. They're all focused on changing people by trying to maximise their:

1. **Capability.** They aim to give people new knowledge and skills.
2. **Motivation.** They aim to persuade, get buy-in, and inspire people to change.

The implicit assumptions here? Our people are the problem. When they people know better, they'll do better.

But often, people have the capability and motivation to do the right thing yet fail to do so. Ever notice how you struggle to keep up your New Year's Resolutions?

Decades of research reinforce this point. Meta-analyses repeatedly show the gulf between our attitudes, intentions, skills, and behaviours.<sup>6, 7</sup>

This gap exists because the right behaviour is rarely the easiest option. It therefore requires our attention, willpower, and effort. When we get busy, tired, and stressed, these resources run out. Then, we're drawn to the path of least resistance and revert to old habits.

The truth is this: if we want change to stick, we can't rely on people's limited pools of attention, willpower, and effort.

## We must focus more on changing the environment.

In 2024, academics at the University of Pennsylvania published the biggest ever review of behaviour change efforts.<sup>6</sup>

The methods with the greatest average impact? Those targeting the environment around people, not people themselves. They didn't maximise people's motivation or capability. Instead, they shifted the external conditions to reduce friction with a new behaviour, making it more obvious, easy, and rewarding.

This way, change relied less on people's limited pools of attention, willpower, and effort. People could maintain the behaviour, even when busy, tired and stressed. And so, the change stuck.

## We need a new approach to even the scales.

Despite the evidence, the industry still focuses 90% on changing people and 10% on changing the environment in which they exist.

We must even the scales if we want culture change to stick. We need a new approach. One that targets the environment, conditions, and systems around people.

But until now, we've lacked a simple yet evidence-based method to do this. That's where *Frictionless Change* comes in.

## Frictionless Change targets the environment around people.

Frictionless Change is a new method for shifting behaviour and culture. It aims to create environments that minimise friction with the target behaviour. The goal is to create the conditions that make the right behaviour almost inevitable (and the wrong one almost impossible).

To this end, behavioural science shows three conditions are critical.<sup>8, 9, 10</sup> Frictionless Change aims to nurture these three conditions in the environment.

Namely, the behaviour must become:

1. **Obvious.** The environment has a clear trigger to grab attention and spark action.
2. **Easy.** The environment makes the behaviour require little attention, willpower, and effort.
3. **Rewarding.** The environment makes the change appealing, enjoyable, and rewarding.

Frictionless Change aims to nurture these three factors in both the social (e.g. norms, routines, and stories) and structural environment (e.g. processes, technology, physical environment).

Now, you're probably thinking this sounds great in theory, but how do you do it in practice? That's what this paper begins to answer.

## We must change our mindset and our method.

We describe the mindset shift needed for Frictionless Change in Part 2.

Then, we introduce the Frictionless Change method. In Part 3, we explain its scientific roots. In Part 4, we share the three types of frictionless activities. We finish in Part 5 by sharing example ways to go frictionless.

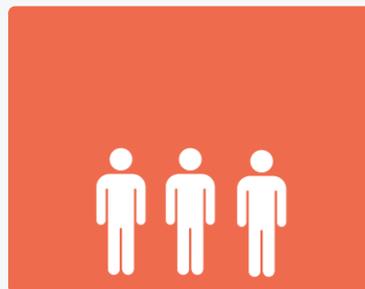
FIGURE 1:

## Frictionless Change targets the white space around people.



### Traditional method.

This changes behaviour by trying to change people by upskilling and inspiring them to change.



### Frictionless Change.

This changes behaviour by nurturing the environment to make the right behaviour obvious, easy, and rewarding.

FRICITIONLESS CHANGE:

**A new method which  
creates the environment  
that makes culture  
change almost inevitable.**



PART 2:

## Why we haven't got this right (yet).

In 1995, the respected scholar Sumantra Ghoshal stated, "Behaviour change has a lot *less* to do with changing people. It has a lot *more* to do with changing the context."

And more recently, countless scandals have been blamed on broken systems and cultural norms. These include the Grenfell Tower Disaster,<sup>11</sup> Hillsborough,<sup>12</sup> Windrush,<sup>13</sup> and Boeing airplane crashes.<sup>14</sup> The list goes on.

Clearly, we've long recognised the source of cultural problems often lies in the environment around people. So, why do we persist with individual-focused methods?

We believe there are three main barriers to environment-focused methods like Frictionless Change. We must overcome each barrier with three corresponding shifts in mindset.

**BARRIER 1:**

### Traditional methods often receive positive feedback.

The most common ways to evaluate current efforts? Participation and feedback. This has incentivised practitioners to design *feel* good initiatives over ones that *do* good.

Positive feedback has become a poisoned chalice. It means, on the surface, everything seems hunky dory. It distracts us from searching for evidence of actual change. It removes the burning platform to re-examine how we do things.

The result? We keep rolling out initiatives that feel great in the moment, but rarely create long-term changes in behaviour or culture.

**Mindset shift:**

Focus less on feedback and more on actual impact on behaviour.

**BARRIER 2:**

### Systems change is seen as an impossible task.

Think about traditional methods, like comms campaigns or leadership programmes. They mostly follow a linear path, with concrete deliverables agreed from the outset.

They're certainly not easy, but they are tangible and familiar. They give us clarity, certainty, and comfort – especially for those with years of experience in this space.

Contrast that with any effort to redesign the organisational environment. For many, this feels like a daunting, intangible, and even impossible task.

This path is less well-trodden and there are more unknowns. The many conditions shaping behaviour aren't immediately obvious. Some systems can be changed, but many can't.

But as the Pixar example shows, systemic change doesn't necessarily mean overhauling your organisation's entire business model. As systems theorist Donella Meadows once said, "A small shift in one thing can produce big changes in everything."

**Mindset shift:**

Recognise you can start small with systemic change. It doesn't need to be overwhelming.

**BARRIER 3:**

**We've lacked a clear and effective method (until now).**

Let's say you're designing a training programme. A quick Google search will show dozens of methodologies, frameworks, and models. The thinking has been neatly packaged for practitioners to apply.

Let's now imagine you wanted to target the environment around people. There are theories and research in fields like behavioural science and systems thinking. But this literature isn't readily applied for two reasons.

**1. The literature is complex and theoretical.**

For example, the most well-known taxonomy of behaviour change methods lists 93 different approaches.<sup>15</sup> Another talks about "ontology-based modelling systems".<sup>16</sup> And any book on systems thinking isn't easy bedtime reading.

The theory is great, but it's not easily digestible in a business setting. The result? Most practitioners shy away from it.

**2. The literature is written for other contexts.**

Most literature on system or environment design is written to inform other contexts, like product development,<sup>17</sup> risk management,<sup>18</sup> and public policy.<sup>19</sup>

It's not written to help us change behaviour and culture at work. This makes it harder to apply for culture change practitioners.

This is why we've built Frictionless Change. It bottles the existing science, turning it into a simple, purpose-built approach to shift behaviour and culture at work.

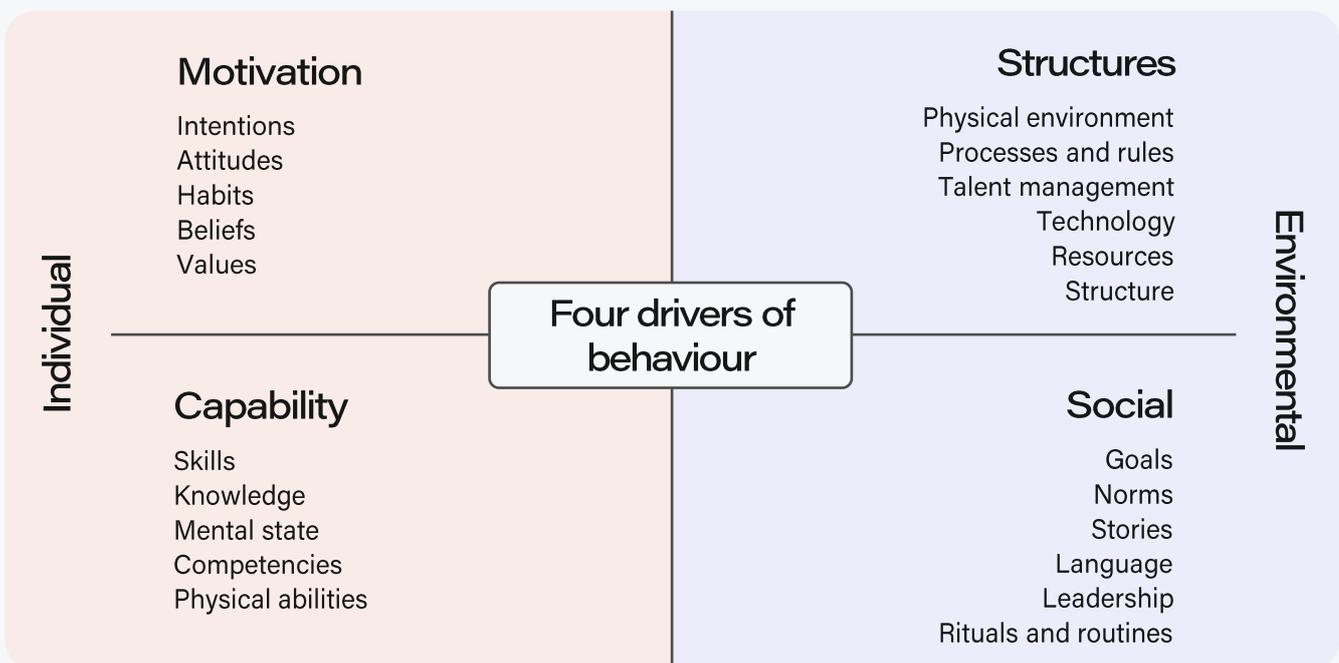
**Mindset shift:**

Complement traditional methods with the new Frictionless Change approach.

**FIGURE 2:**

**The four drivers of behaviour.**

Behaviour science shows behaviour is driven by the four factors below.<sup>15</sup> Traditional methods target the two individual drivers on the left; Frictionless Change targets the two environmental drivers on the right.



**Frictionless Change  
requires bravery as the  
lesser known route... But in  
this uncertainty lies the  
possibility of actual change.**



PART 3:

# The science of going frictionless.

Frictionless Change hasn't been built on a blank piece of paper. We have the privilege of extensive research and thinking. When broaching complex systemic change, we can – and must – stand on the shoulders of giants.

Most notably, we draw on four scientific and interdisciplinary roots. Below, we describe each discipline and the value it brings to the Frictionless Change approach.

ROOT 1:

## Behavioural science gives us the tools to shift behaviour.

Behavioural science helps us understand, predict, and change behaviour. It gives us tools like COM-B and the behaviour change wheel.<sup>20</sup>

This science been built at leading universities. It's led to Nobel Prize winning researchers.<sup>21, 22</sup> Its accessibility has been proven by best-selling books. It's even been successfully applied in many other contexts like public policy, marketing, and risk management. Now, we must apply it to change culture.

ROOT 2:

## Design thinking shows us a process for change.

Design thinking is a people-centred approach to change. It gives a roadmap for approaching complex systemic challenges. It gives us frameworks like IDEO,<sup>23</sup> the Double Diamond,<sup>24</sup> and the Systemic Design Framework.<sup>25</sup>

Wide-ranging businesses such as Apple, Proctor & Gamble, and Google have used these frameworks. They've been used to design technology, consumer goods, and customer experiences. Now, we can apply them to solve complex cultural problems in organisations.

ROOT 3:

## Organisational Development shows the conditions to target.

Organisational Development helps us understand the specific conditions to target in a workplace context. This field gives us tools like Target Operating Models, Six Sigma, and Force Field Analysis.<sup>26</sup> It also outlines different methods to redesign organisations and shape behaviour.<sup>26</sup>

ROOT 4:

## Systems Thinking helps us understand the whole system.

Finally, systems thinking is a discipline for seeing interconnectedness within the system. It recognises that a system is more than just the sum of its parts. It gives us the brilliant thinking of Peter Senge,<sup>27</sup> Ludwig von Bertalanffy,<sup>28</sup> and Donella Meadows,<sup>29</sup> amongst others.

This scientific root helps us visualise, understand, and solve problems across complex socio-structural systems.

## We've used these roots to build Frictionless Change.

Over the last year, we've collated hundreds of studies, theories, and tools from these interconnected fields.

Now, we've used them to create Frictionless Change – a new, simple, and pragmatic method for changing culture and behaviour at work. Let's explore it now.

PART 4:

# The Playbook for Frictionless Change.

The ultimate goal of Frictionless Change is to create environments that don't leave change to chance. It's about intentionally increasing and decreasing friction to make the right behaviours almost inevitable (and the wrong ones almost impossible).

When designing methods to achieve this goal, we must recognise two major constraints:

**1. Every organisation is unique.**

Therefore, rigid, linear, and one-size-fits-all methods won't work.

**2. Organisations can't overhaul everything.**

The method must be pragmatic and feel digestible or it won't gain traction.

## We've used a Playbook-style approach.

The concept of a Playbook originates from American Football. It's a list of activities – or *Set Plays* – grouped under categories.

The Playbook approach works around the two constraints just described. First, organisations select the most appropriate Set Plays based on their unique context. Second, the Set Plays turn environment design into a series of digestible, pragmatic methods.

This concept has already been adopted in the context of change management. The Frictionless Playbook continues this trend and has been purpose-built for culture change.

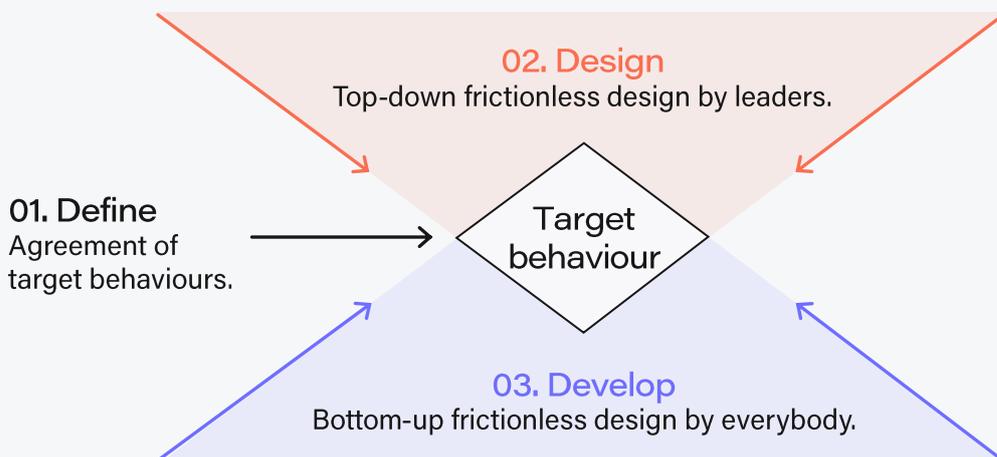
## The Frictionless Playbook has Set Plays in 3 areas.

The Frictionless Playbook comprises a series of Set Plays. Each Set Play is a semi-structured process that uses tools, thinking, and theories from the interdisciplinary roots described in Part 3 to achieve a particular end.

These Set Plays have been organised under three areas – which we call the three Ds. We show them below and will explore them now.

FIGURE 3:

## The 3 Ds of the Frictionless Playbook.



AREA 01.

## Define.

### In a nutshell...

Set Plays that clearly define your target behaviours and culture.

### In more detail...

When defining your cultural vision, you can't stop at a list of vacuous buzzwords, like a 'high-performance' or 'coaching' culture. What, exactly, do you want people to say or do?

And alignment is just as critical as clarity. Key stakeholders must agree on and get behind the behaviours needed.

Therefore, Set Plays in this area are a collaborative co-creation process between HR, change, and business leaders, with wider input from the organisation. They produce a series of agreed guiding principles, behaviours, or metrics that guide all subsequent efforts.

AREA 02.

## Design.

### In a nutshell...

Set Plays that help leaders intentionally shape the environment in a top-down fashion, reducing friction with the desired behaviour.

### In more detail...

Set Plays in this area are also led by HR, change, or business leaders. They're a scientific process to intentionally shift the environment to make the new behaviour feel obvious, easy, or rewarding. This may be across the whole organisation, or just one part of it.

Set Plays in this area will typically:

- Uncover the most critical gaps between your target behaviours and the status quo.
- Reveal the sources of friction with your target behaviours.
- Identify which behaviours to target and the best methods to shift them.
- Pilot, adapt, and roll out methods that change the environment and culture.

AREA 03.

## Develop.

### In a nutshell...

Set Plays that help people design their own environments to actively create bottom-up culture change.

### In more detail...

Ever heard the fishbowl metaphor criticism of training?

This criticism states that training is like taking a fish out of dirty water (i.e., poor culture), cleaning the fish (i.e., putting it through training), and then dropping the fish back in the dirty water and expecting it to say clean.

There is some truth in this, but the metaphor isn't totally true. Unlike fish, human beings can intentionally shape our environment. We can influence our own routines, structures, physical space, use of technology, and so on.

This is the purpose of Set Plays in this area. They enable leaders and people to play an active role in Frictionless Change. They help them design their micro-environments to make the right behaviours as obvious, easy, and rewarding as possible. This way, we create culture change from both the top-down and the bottom-up.

The case study on the next page shows how bottom-up environment design has worked in another context.

CASE STUDY:

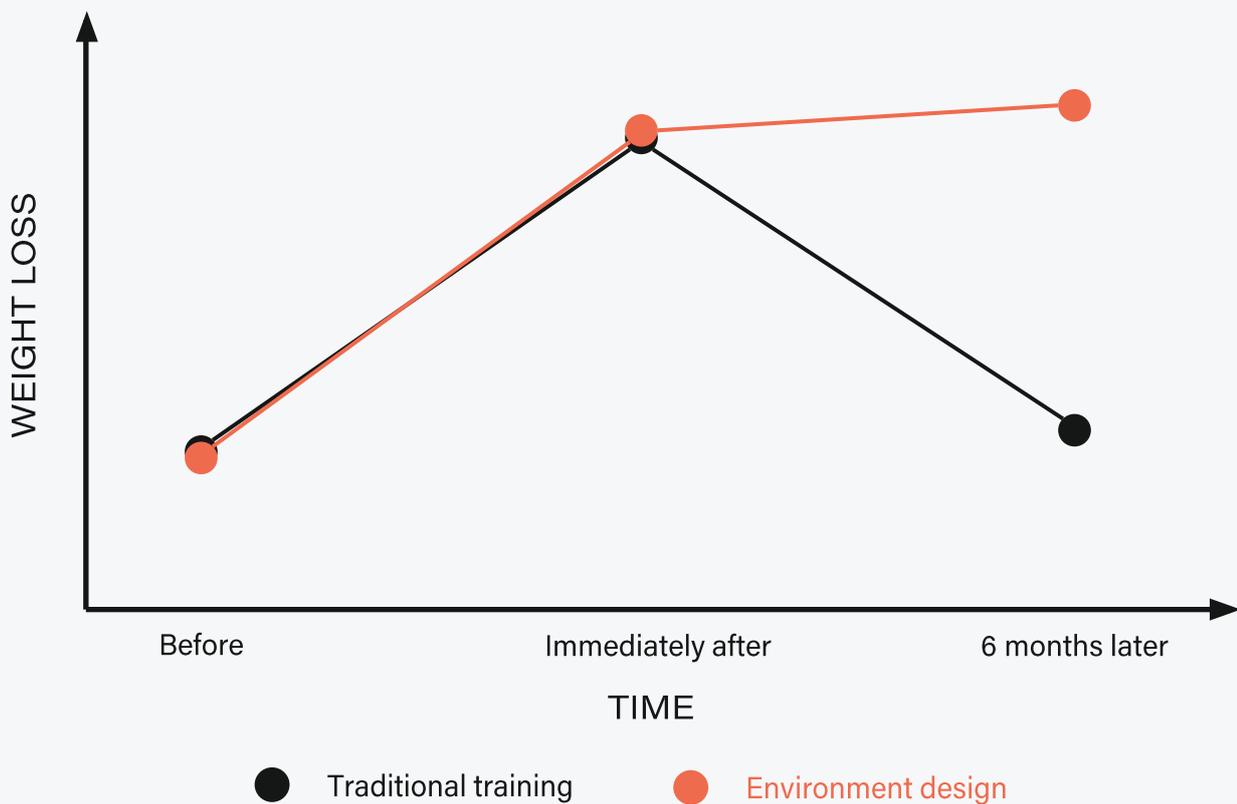
## Helping people create the environment for weight loss.

In 2014, researchers in the US tested two weight loss programmes.<sup>30</sup> The first programme mimicked traditional training. Over 12 sessions, it sought to educate people and change attitudes around food.

The second programme adopted a more frictionless approach. Over 14 weeks, people were taught how to design their environment to make healthy eating easier, and unhealthy eating more difficult.

Both programmes helped people lose weight in the short-term. But then the researchers came back 6 months later. Whilst people in the first programme had relapsed, the second group maintained their weight loss.

This shows people can make behaviour change stick, if they learn to proactively shape the environment around them.



PART 5:

# The nuts and bolts of Frictionless Change.

To create Frictionless Change, we must select the right Set Play at the right time. Figure 4 introduces nine of the most common Set Plays we've run with clients.

In this last section, we share more detail on four example Set Plays. The goal is to provide a flavour of different Set Plays.

SET PLAY 1.

## Blueprint.

### What?

A co-creation process where you agree the guiding principles, behaviours, and multi-levelled competencies that describe your desired culture.

### When?

Possible triggers include:

- A broader refresh of your purpose or strategy.
- If you lack a clear, agreed, and compelling articulation of your desired culture.
- Disengagement caused by a lack of clarity on what's expected.

### Why?

- Provide a 'North Star' for future culture efforts which all key stakeholders buy into.
- Make fair talent decisions and give clarity on what's expected.
- Attract and engage talent with a compelling cultural vision.

FIGURE 4:

## The Frictionless Playbook and nine example Set Plays.

Define. 	Design. 	Develop. 
<p><b>1. Blueprint.</b> Define a North Star for all culture efforts.</p>	<p><b>4. Sprint.</b> Continually design, pilot, and roll out frictionless initiatives.</p>	<p><b>7. Cascade.</b> Help leaders actively design the environment for change.</p>
<p><b>2. Target.</b> Agree behaviours needed in a specific context or population.</p>	<p><b>5. Deep dive.</b> Redesign your environment to shift a specific behaviour.</p>	<p><b>8. Champion.</b> Identify and enable influential people to shift norms.</p>
<p><b>3. Track.</b> Track changes in your culture over time.</p>	<p><b>6. Audit.</b> Understand your culture and where to focus your energy.</p>	<p><b>9. Ritualise.</b> Help people embed new skills into daily work.</p>

SET PLAY 4.

## Sprint.

### What?

Sprints are a cyclical process, conducted over 3-4 months with a team of key stakeholders. Each sprint follows a three-step process:

1. **Select.**  
The core team identifies a behaviour to target, its root causes, and possible ways to shift the behaviour.
2. **Pilot.**  
The team designs and rolls out a pilot initiative to change the environment and behaviour in a particular context.
3. **Evaluate.**  
The team gather data to test how well the pilot worked. They can then cancel the pilot, adjust it, or roll it out more broadly.

### When?

If you lack a way to continually improve and measure changes in your culture.

### Why?

- Invest time, money, and effort in initiatives proven to work in your business.
- Continually improve your culture.
- Track changes in your culture over time.
- Keep key stakeholders engaged.

SET PLAY 5.

## Deep dive.

### What?

A series of interactive sessions with key stakeholders. These sessions focus on:

- Prioritising the most critical behaviours.
- Uncovering the key sources of friction with these behaviours.
- Generating and selecting ideas for changing the behaviours.

### When?

Possible triggers include:

- New changes, initiatives, or transformations that require changes in behaviour.
- Low scores in your engagement scan, caused by a particular behaviour.

### Why?

- Shift behaviours that improve success of business changes and strategic initiatives.
- Create longer lasting changes in behaviours.
- Get buy-in from key stakeholders.

SET PLAY 9.

## Ritualise.

### What?

These sessions combine traditional training with Frictionless Change. They give people new skills and then help them to make the desired change as obvious, easy, and rewarding as possible. They are bespoke sessions of varying length and format.

### When?

You want to focus on changing a particular behaviour (e.g., coach others, give feedback, be inclusive, think strategically etc).

### Why?

These sessions will:

- Upskill people in a particular behaviour or competency (if needed).
- Help people play an active role in culture change.

## Keen to understand more?

We don't have the space here to describe all the Set Plays. Reach out to understand more.



**Speak to Matt.**  
(friendly chat, not a sales pitch)

WHY BOTHER GOING FRICTIONLESS?

# Create longer lasting culture change for less time, money, and effort.

## With old methods, you'll:

- ✘ **Only create short-term momentum.**  
Your impact will rely on short-lived boosts of motivation, willpower, or effort.

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- ✘ **Invest endless time and money.**  
You'll stay in the vicious cycle of investing in efforts that only create short-term change.

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- ✘ **Rely on buy-in from sceptics.**  
You'll spend every waking hour trying to convince Dave to change his behaviour.

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- ✘ **Win little trust with stakeholders.**  
You'll find it hard to prove your impact on behaviour, culture, and the bottom line.

## By going frictionless, you'll:

- ✔ **Create longer lasting impact.**  
Your impact won't rely on short-lived boosts of motivation, willpower, or effort.

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- ✔ **Save time, money, and effort.**  
You won't need to keep investing in efforts that only create short-term change.

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- ✔ **Reduce reliance on sceptics.**  
You'll be less reliant on buy-in from sceptics who want change, but won't invest effort.

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- ✔ **Build respect and credibility.**  
This more sophisticated approach will help you build credibility and your reputation.



**Speak to Matt.**  
(friendly chat, not a sales pitch)

# Who are Click, anyway?

## OUR PROMISE:

### Behaviour change to drive your bottom line.

We identify and drive the most critical behaviours for business success. The result? We turn people and culture development from a nice-to-have into a need-to-have.

These behaviours usually link to areas such as:

- Accountability
- Change
- Collaboration
- Customer service
- Leadership
- Innovation
- Inclusion
- Sales

## OUR CLIENTS:

### We help commercial HR leaders create tangible business impact.

Our clients are medium to large businesses across diverse sectors. We typically work with HR leaders but have also worked with wider business leaders.

Compared with traditional methods for people and culture development, we help HR leaders:

1. **Drive the bottom line.** We identify and shift the behaviours that drive the bottom line (and use data to prove our impact).
2. **Create greater impact.** We use our Frictionless Change method to create more impact for less time, money, and effort.
3. **Become trusted advisors.** We target and prove business impact, so HR are seen as trusted, commercial leaders.

## OUR APPROACH:

### We apply behavioural science to change what people do.

If you want to make a tangible impact, what matters most isn't how capable or engaged your people are. You need to change their behaviour.

We're a behavioural science consultancy who specialise in people and culture development. We help you:

1. Identify and target the behaviours that will have the greatest possible impact on the bottom line.
2. Shift these behaviours by selecting and designing the most impactful change intervention.
3. Prove your impact by tracking changes in behaviour and business outcomes over time.

## OUR METHOD:

### We use three methods to shift behaviour and culture.

1. **Behaviour Strategy.** We uncover current behaviour, identify the behaviours you need, and co-create a strategy to get from A to B.
2. **Behaviour Sprints.** We apply the behavioural science method to turn the most critical behaviours into organisational habits.
3. **Behaviour Sessions.** We deliver bespoke sessions and programmes that help people embed critical behaviours in their daily work.



**Speak to Matt.**  
(friendly chat, not a sales pitch)

# Our impact.

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We've impacted over  
**259,000** people in  
**15** countries across  
**8** sectors

**100%** of our  
clients recommend  
working with us

**96%** of session  
participants recommend  
our sessions.

"Click work at pace and deliver to a very high standard. They bring great expertise and have really helped us to create things that work for our complex, global organisation."

**Adam Streeter**

Head of Leadership and Culture, Primark

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"Click showed an impressive understanding of our firm, its people, and its unique context. Their output has been a gamechanger. I highly recommend Click for their expertise, collaborative approach, and genuine commitment to excellence."

**Nicola Elakel**

Head of Talent & Leadership Development, BDO

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"We've really enjoyed working with Click. We got such great feedback that we've been doing more work with them since. Massive shoutout and thanks to Click."

**Linann Shaw**

People and Culture Executive, DrDoctor

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"FANTASTIC! And I really mean it... Practical, engaging, and truly thought-provoking."

**Serkan Deveci**

HR leader, Google

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"We thoroughly enjoy working with Click. They dedicate time to understand our needs. They always receive positive feedback from our teams. They can work within short timeframes and provide valuable advice."

**Amy Dicastiglione-Gray,**

Head of People, Hollywood Bowl

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"Love working with Click - credible, trustworthy and delivered above and beyond on every promise. They're incredibly passionate and knowledgeable and built a great partnership - I feel like they're now an extension of our team!"

**Charlotte Richards**

Development Lead, Primark



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