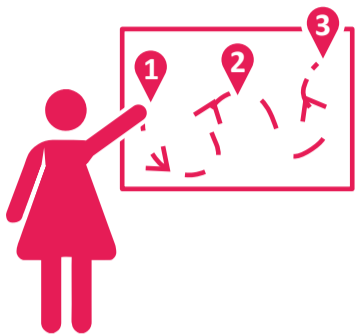# CHANGE IS MORE THAN JUST CARROTS AND STICKS

Change drivers according to the Switch framework*

*Adapted from the book by Chip and Dan Heath, "Switch, How to Change Things When Change Is Hard"

I. PROVIDE CLEAR DIRECTION

Our brain struggles moving to action because it loves analysis and has difficulty picking an option. Here is how you can help your brain.

- **Be specific**
  Studies show that the more choices we have, the more we struggle to decide and act. Being specific about what you ask, as well as the steps to be followed, brings clarity and helps to dissolve resistance.

- **Demonstrate it works**
  Highlighting bright spots – examples of success, shows that change is possible and provides a blueprint for action. It allows people to move their attention away from potential problems and create their own solutions.

- **Illustrate what the outcome looks like**
  Knowledge is not sufficient to change behavior. If you want people to become actors of change, show them what a great outcome they are working for.

II. MOTIVATE PEOPLE TO ACT

Everyone needs motivation to get on board and move forward. Here are three ways to motivate people.

- **Help people visualise the problem**
  The most effective way to bring change is SEE-FEEL-CHANGE rather than analyse-think-change. Unless direction and motivation align, people only have their will to rely on – and it's in limited supply. Help people to see and feel, and they will have the fuel needed to change.

- **Shrink the change**
  When an objective seems too big, people often give up before taking the first step. Have a clear plan that "shrinks the change" in bite size actions you can take one after the other in order to increase the feeling of accomplishment. Start with quick wins to create momentum and keep celebrating what's been achieved along the way.

- **Build on existing identities**
  People are more likely to change when it resonates with their own values, so it's a good idea to check that what you're aiming to influence echoes these values. If your colleagues tend to have a fixed, rather than a growth mindset, change this by recognising failure as a step towards improvement, not a reflection of one's capacity, and by rewarding efforts, not just outcomes.

III. CHANGE THE ENVIRONMENT

What looks like resistance to change is often a situation problem, simply because people follow the path of least resistance. Here are three ways to help people embrace change.

- **Make the right behaviour easier**
  If changing implies more effort than sticking to the status quo, you have a problem. Instead, tweak the environment so that the right behaviour becomes a little bit easier and the wrong behaviour a little bit harder.

- **Trigger positive habits**
  Motivating ourselves and others to adopt and maintain a new behaviour can be exhausting, so it is a huge plus when a new behaviour happens "free of charge", in the form of habits. For example, checklists, despite their boring nature can correct human error, blind spots and overconfidence in complex situations.

- **Use group dynamics**
  People are sensitive to what they perceive as the social norm. When they do not know what the appropriate behaviour is, they look at others for cues, which is why behaviour is contagious. Hence, to elicit change, point out that the desired behaviour is what the majority or trendsetters (if this is true) are doing.

Reinforcement - praising and rewarding positive behaviour is the secret to successful change. If you want people around you to change, be more generous with praise and remember that change is not an event, it is a process.

THE SWITCH FRAMEWORK* APPLIED TO THE
CORE HUMANITARIAN STANDARD

*Adapted from the book by Chip and Dan Heath, "Switch, How to Change Things When Change Is Hard"

What if we didn't assume that releasing a new policy document is sufficient to change behaviour? We reviewed the design and roll out of the CHS in light of the Switch framework. Do the same for your own change efforts and find ideas to accelerate the adoption of your initiative.

I. PROVIDE CLEAR DIRECTION

Here are some of the ways we tried to provide clear direction to help people move from policy to action. Tell us what else we could do!

- **Be specific**
  While the CHS goal is broad – improve the quality and effectiveness of humanitarian response - it provides a very structured way to achieve it. Its nine commitments define the organisational responsibilities that aid agencies must address, and the key actions their staff ought to take. For members of the CHS Alliance, the verification framework makes the exercise even more actionable.

- **Demonstrate it works**
  CHS Alliance organises learning events to encourage aid workers to share their experience with the standard. These are an opportunity for participants to discover how their peers address the challenges they may also face. CHS Alliance will also gather and promote initiatives or case studies that can make these bright spots more visible.

- **Illustrate what the outcome looks like**
  Through the application of the CHS, communities - vulnerable to risk and affected by crisis - have access to relevant and quality services, and can hold to account the organisations delivering these services. This is the picture postcard users of the CHS can look forward to by adopting the standard.

II. MOTIVATE PEOPLE TO ACT

Here are three ways we tried to motivate action on the CHS.
How do you do it in your organisation? Share your experience!

- **Make it visual**
  We need to do more here and keep promoting M&E approaches that give a voice to communities and people affected by crisis. By publicizing aggregated results of self-assessments in the form of infographics, CHS Alliance will also make the issues we need to address as a sector more visible.

- **Shrink the change**
  CHS Alliance provides organisations with a clear sequence of actions that help them roll out the CHS, from the initial assessment, to the improvement plan, to the review of progress. Along the way, they can visualise where they are and motivate their colleagues by following our suggestions to identify quick wins.

- **Build on existing identities**
  By building the CHS on founding documents such as the Red Cross / Red Crescent code of conduct and humanitarian principles, authors of the standard ensured that its content would echo the values organisations stand for as well as the motivations that drive many aid workers.

III. CHANGE THE ENVIRONMENT

Delivering quality, accountable programmes doesn't have to be complicated. Apart from the examples below, how can we make it easier for aid workers and agencies?

- **Make the right behaviour easier**
  With the creation of the CHS, four quality standards (HAP, PIA, Sphere Core Standards and Quality Compas) merged or aligned to the same framework, reducing complexity in the humanitarian quality landscape. With the inclusion of the CHS in the 2017 Sphere handbook, it will become even easier to link the CHS to technical standards.

- **Trigger positive habits**
  With the revision of the Quality Compas, the CHS will be integrated into a project cycle approach and an evaluation framework. Together with efforts to include CHS elements in the structure of proposals or reporting, it will help to make it second nature for aid workers to consider participation, communication or existing capacity as they plan and implement the humanitarian response.
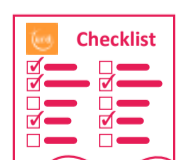
- **Use group dynamics**
  By bringing together the constituencies of four leading quality and accountability initiatives, the CHS sent a strong message about the existing buy-in for this process, snowballing, as time passed, with donors, the UN, the Red Cross and the World Humanitarian Summit coming on board.

The Core Humanitarian Standard on Quality and Accountability (CHS) sets out Nine Commitments that organisations and individuals involved in humanitarian response can use to improve the quality and effectiveness of the assistance they provide. It was developed by HAP International, People In Aid, the Sphere project and Groupe URD.

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