

Overview of possible interventions along the four determinants of the Behavioral Change Model (BCM)

I Build capabilities	Align systems III
<ul style="list-style-type: none">▪ Identify development potential▪ Knowledge transfer e.g. through guides, eLearning, apps▪ Skill building through training and development programs based on adult learning principles▪ Coaching and mentoring	<ul style="list-style-type: none">▪ Improve performance management and alignment goals▪ Create transparency, e.g. about rollout status, mood▪ Adjust structural or process organization▪ Introduce structural nudges ("nudging")
<ul style="list-style-type: none">▪ Prepare a change story to appeal to both ratio and emotion▪ Inspiration through personal interaction in workshops, competitions, large group events▪ Anchoring the messages in other electronic or print channels▪ Use viral communication, e.g. videos	<ul style="list-style-type: none">▪ Demand exemplary behavior from the top executives▪ Symbolic behaviors of the top team▪ Create opportunities for the new behavior to be publicly visible▪ Build a change agent network
II Create understanding	Ensure role modeling IV