



# Large scale behavioural change: Viral Change™

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THE CHALFONT PROJECT  
ORGANIZATION ARCHITECTS

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/ |

# World I

## Communication

Currency: Information

Facts, information,

Packaged

Cascaded down

**PUSH**

Hierarchy

Repetition

Ideas conveyed,

**EDUCATION**

AWARENESS AND SENSITIZATION

‘STIMULATION, MOTIVATION’

**TRAINING**

‘MANAGEMENT’

# World II

## Behaviours

Currency: Action

Exhibited

Copied, imitated, followed

Mechanisms of influence

**PULL**

Social network (informal+)

Viral spread

‘(mountain on fire)’

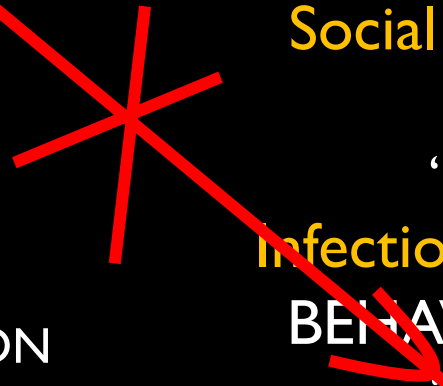
Infection and epidemic model

**BEHAVIOURAL CHANGE**

‘WAYS OF DOING’

NEW SOCIAL NORMS

**CULTURE CHANGE**



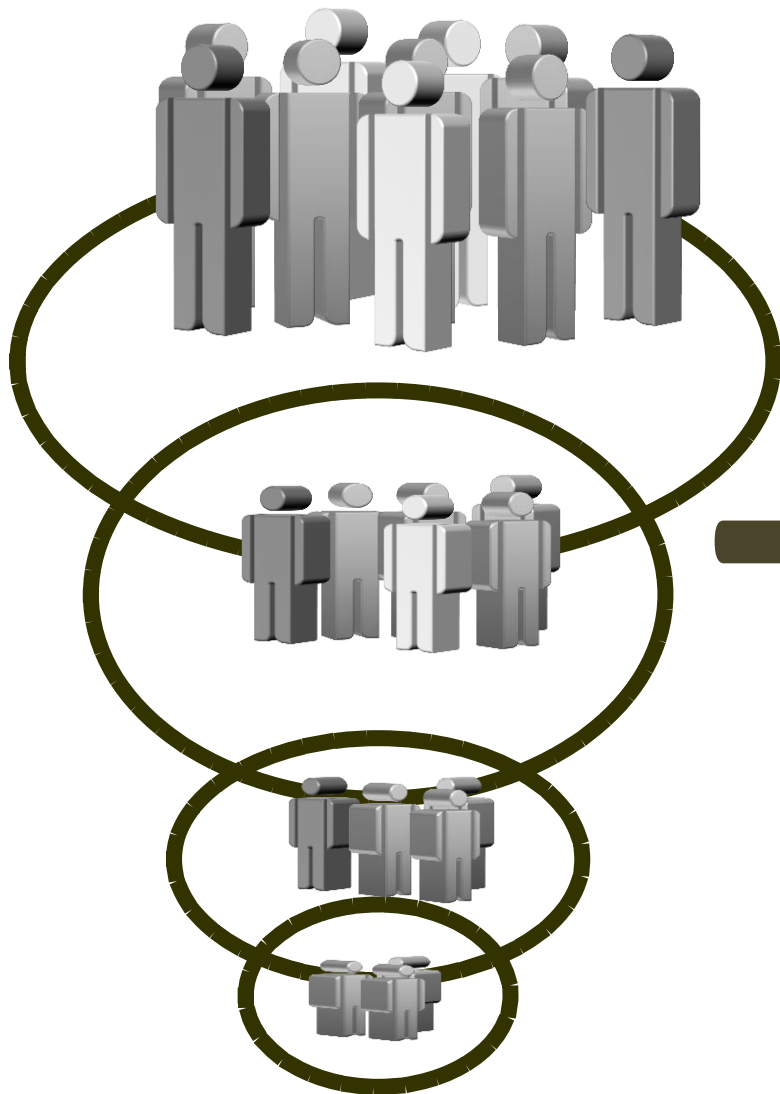


75%  
OF 'CHANGE  
PROGRAMMES'  
FAIL

Category	Percentage
Successful Change Programmes	25%
Failed Change Programmes	75%

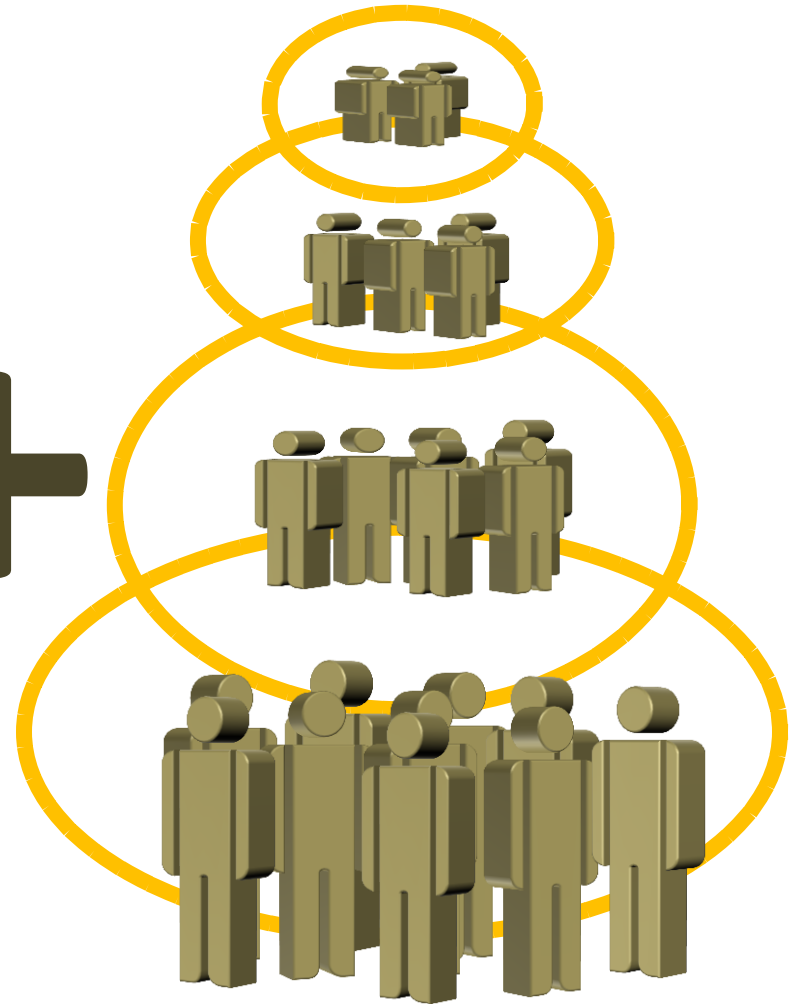
## **PUSH – WORLD I**

## **PULL – WORLD II**



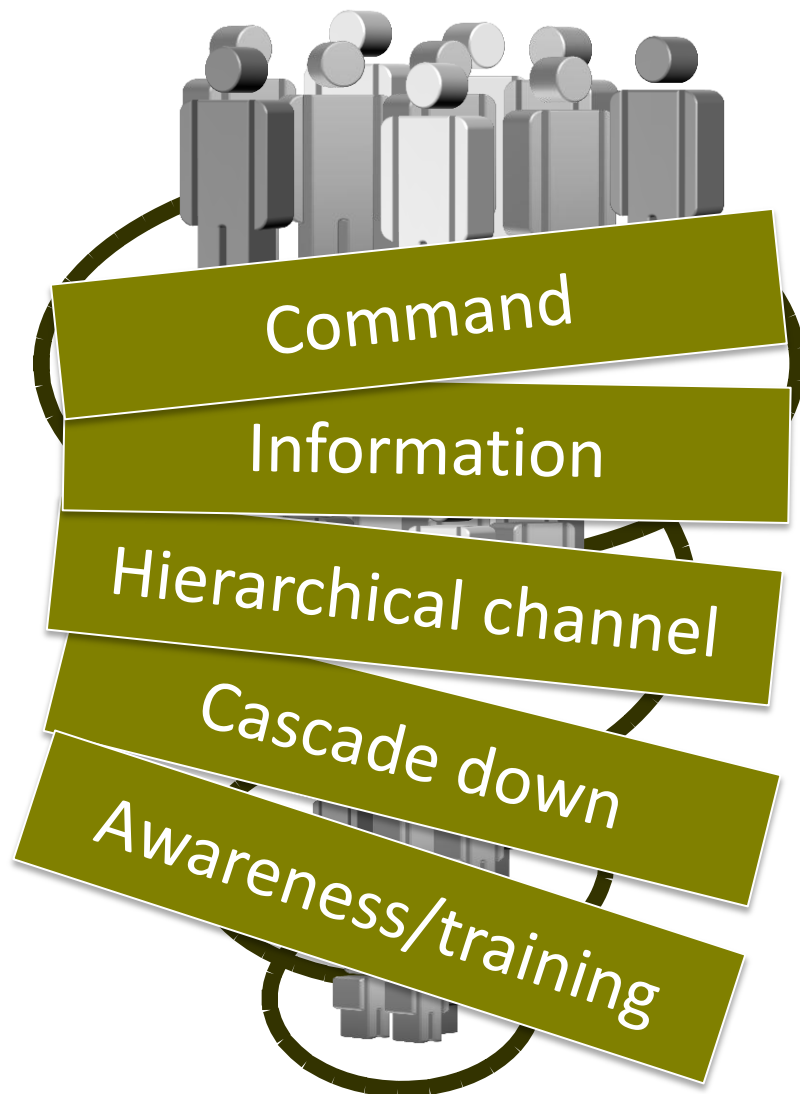
**ATTRITION**

+



**SCALE-UP**

## PUSH – WORLD I



**ATTRITION**

## PULL – WORLD II



**SCALE-UP**

Information,  
dictation,  
guidelines,  
instruction.



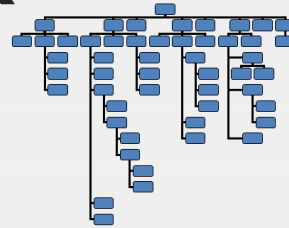
X

Top down  
communication  
and training  
programme



X

All management  
hierarchical  
layers



=

Traditional  
Change  
Outcomes



Small set of non  
negotiable  
behaviours



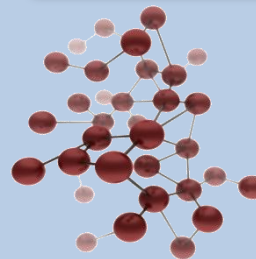
X

Small number of  
highly  
connected,  
highly influential  
people



X

Peer-to-peer  
informal  
networks

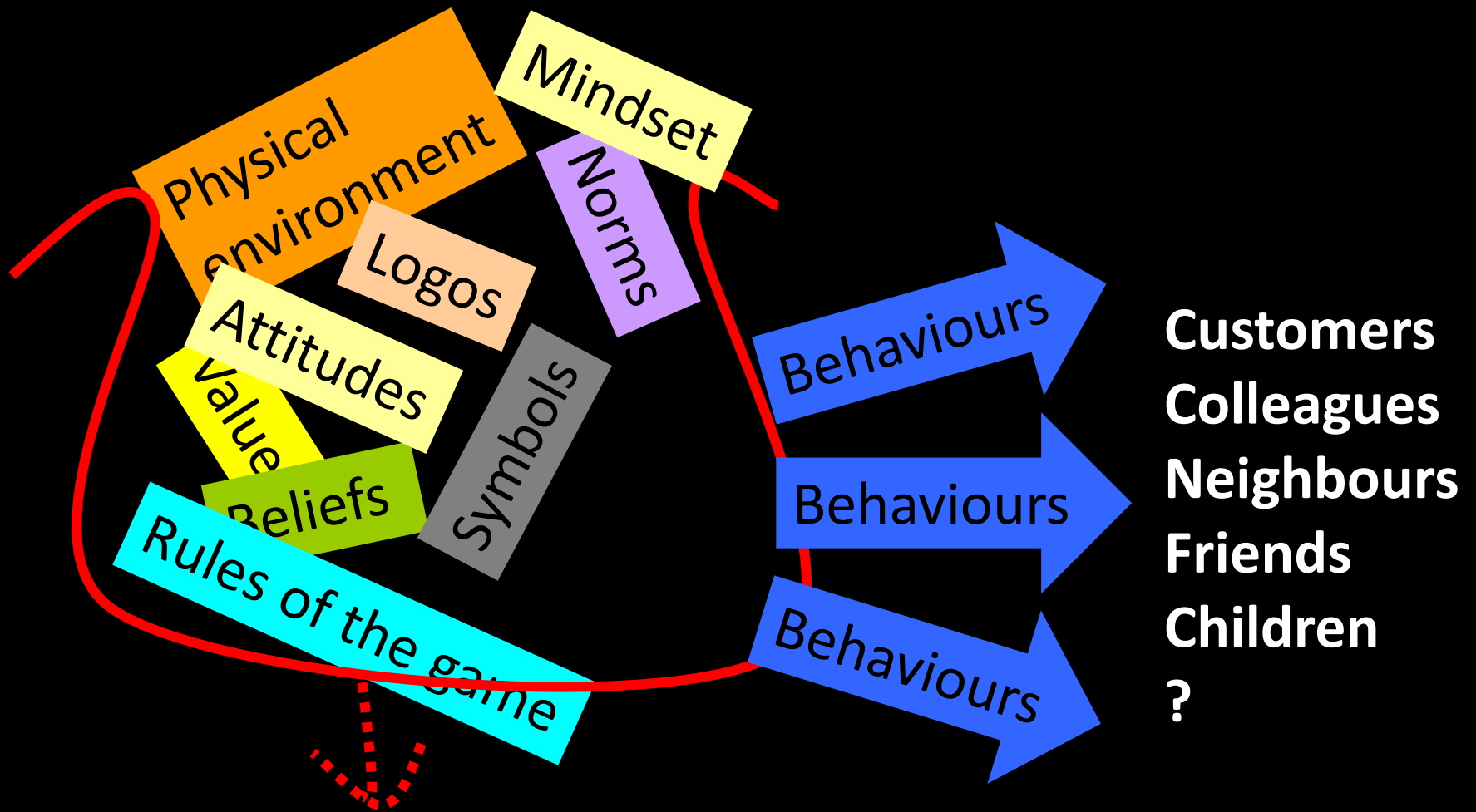


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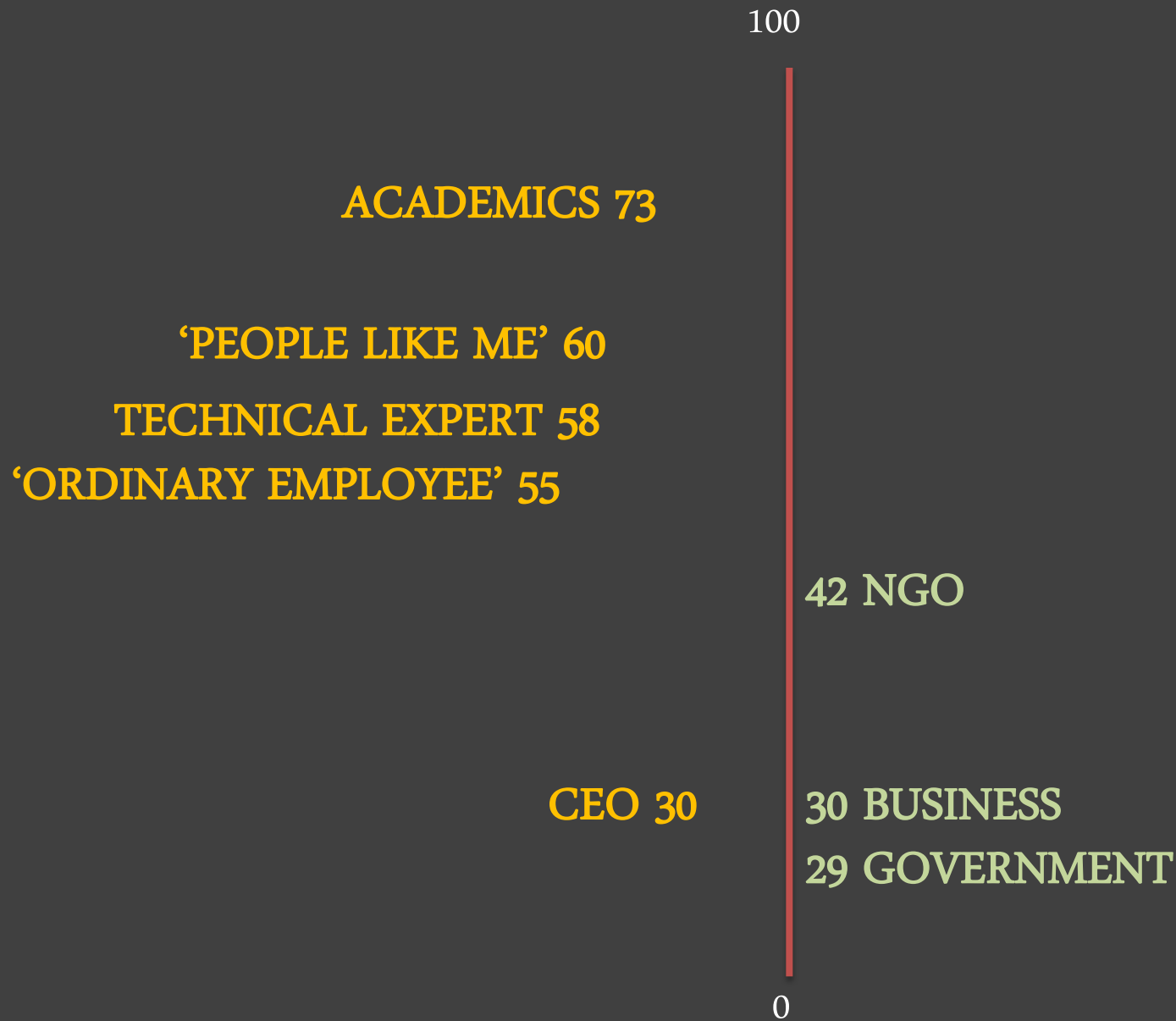
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Culture





Top Leadership

Management systems

Internal coms

OD initiative

Training, L&D

"people like me"

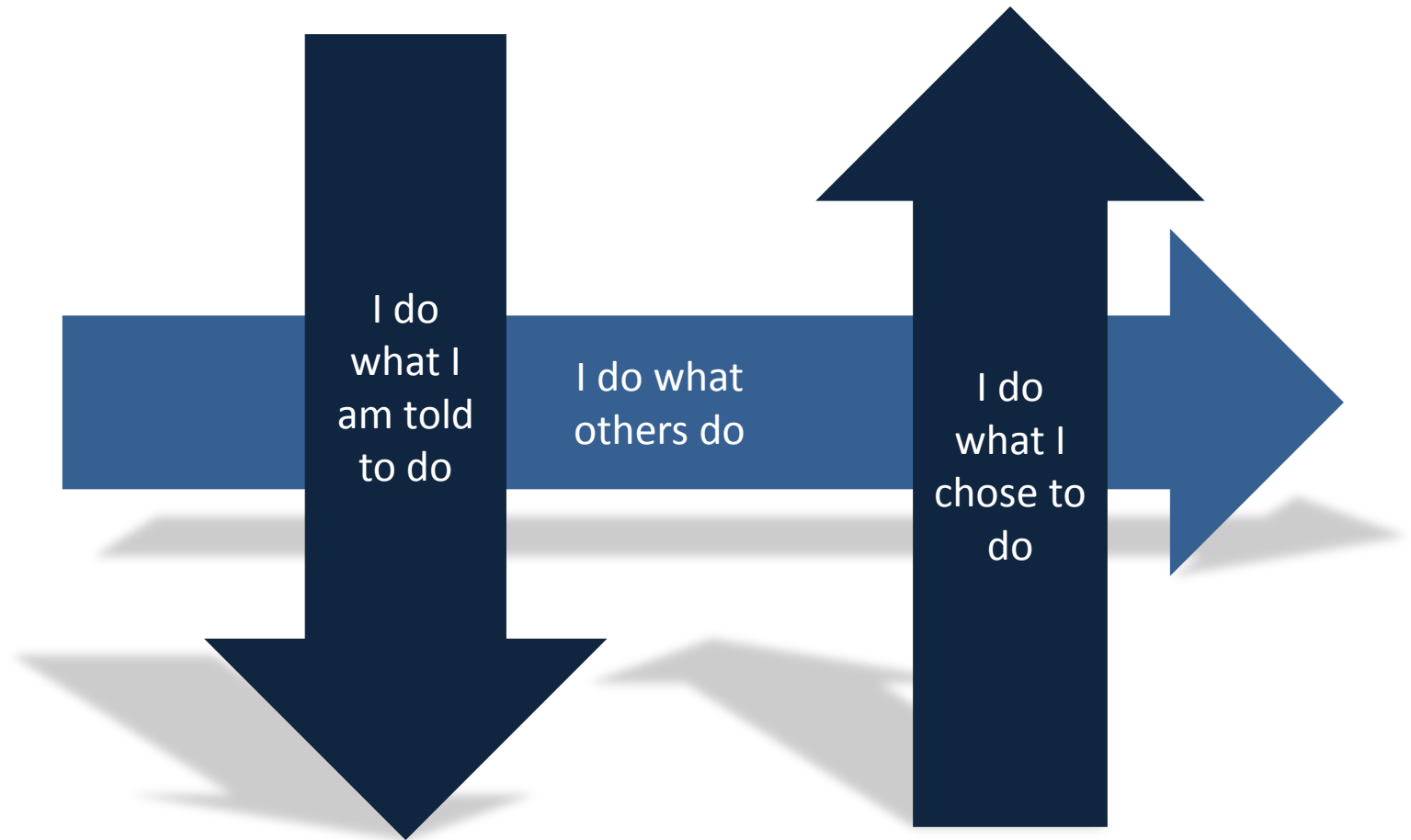
Peer to peer

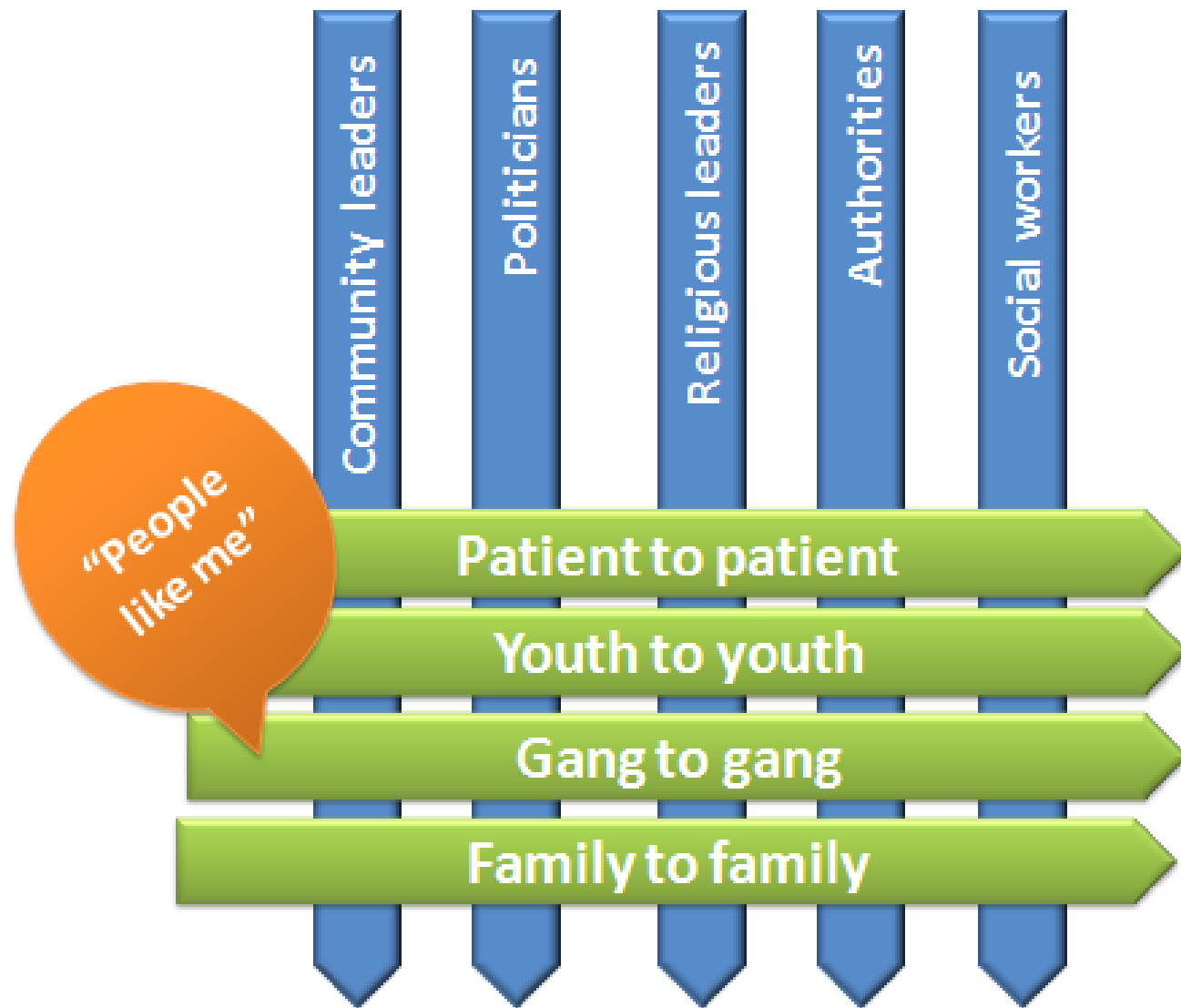
Horizontal network

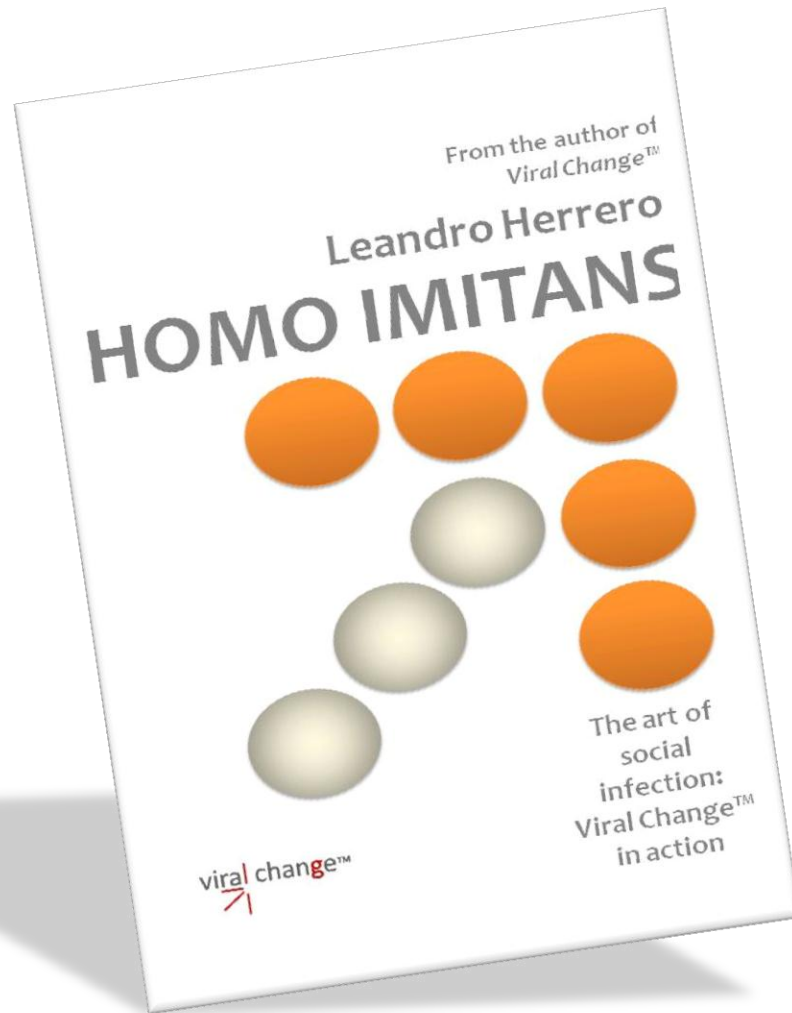
'Tribes'

Informal networks

Employee engagement







“Youth to youth,  
granny to granny”

**If you want change, you  
are in the **'infection'**  
business, not the  
broadcasting business**



**Biological  
Infection**



**Idea  
infection**



**Behavioural  
infection**



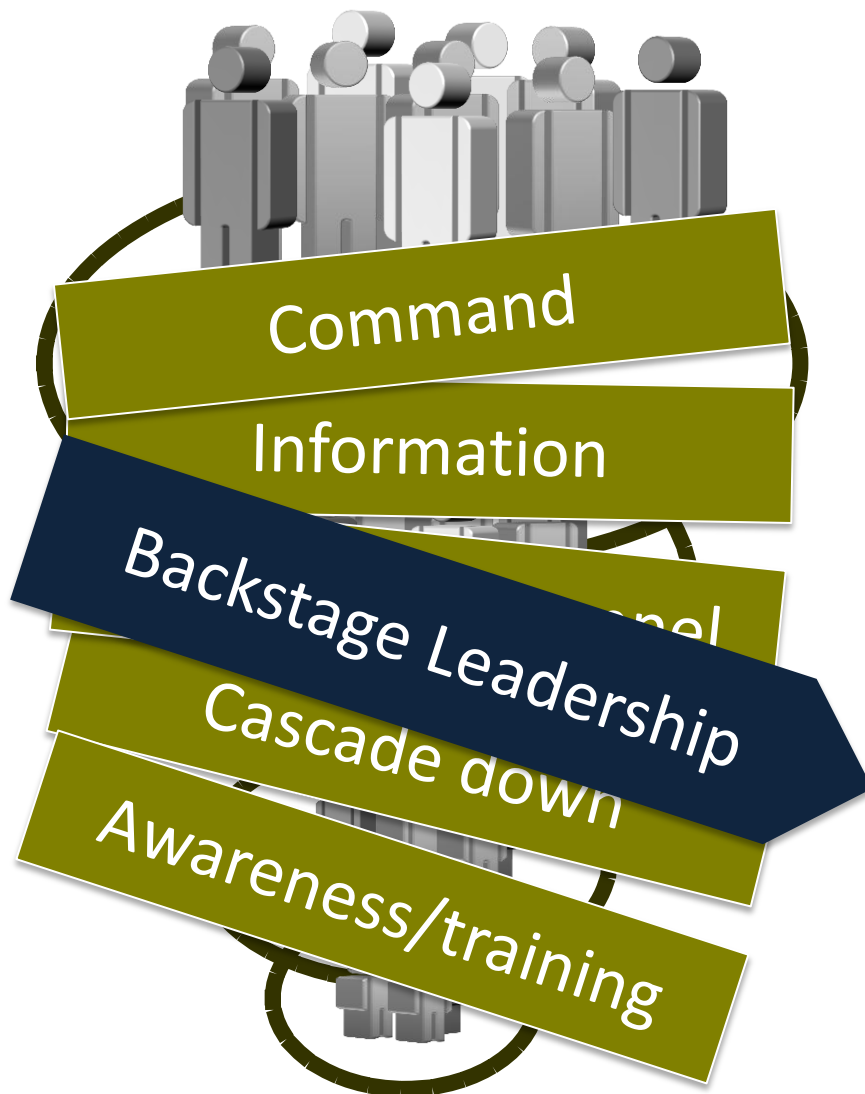
**Social  
infection**

Biological infection = idea  
infection  
(good or bad) = behavioural  
contagion = social copying =  
social fashions = change =  
**Viral Change™**





## PUSH – WORLD I



**ATTRITION**

## PULL – WORLD II



**SCALE-UP**



Information,  
dictation,  
guidelines,  
instruction.



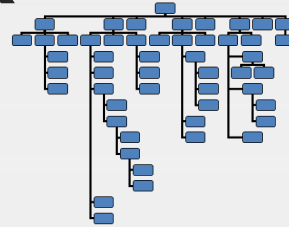
X

Top down  
communication  
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X

All management  
hierarchical  
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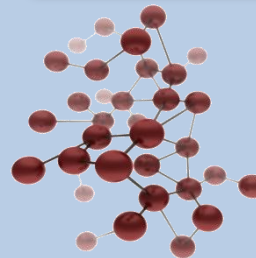
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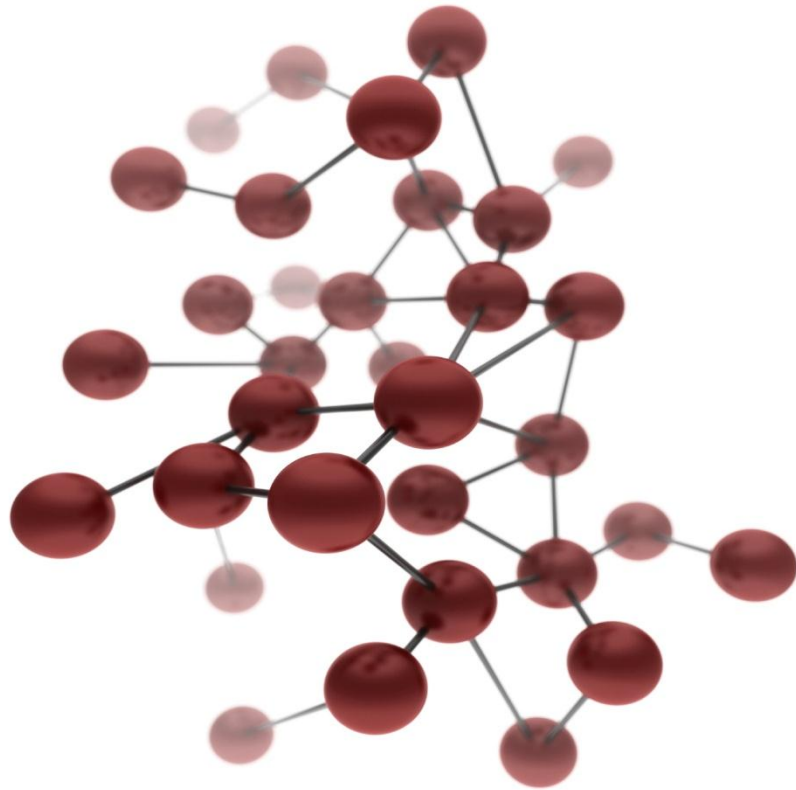


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Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.

**Margaret Mead, anthropologist**

## 10 principles

1. There is no change unless there is behavioural change
2. Communication is not change.
3. Cultures are not created by training
4. Change behaviours, get culture

## 10 principles

5. For every PUSH, orchestrate a PULL
6. Triggering behaviours ('nudge', one off events) is the easy part. Change is scale up behavioural change
7. (Peer-to-peer (*one of us, people like me, tribal*) influence has greater power than hierarchical

## 10 principles

8. Change, transformation, is behavioural epidemic, not information tsunami
9. Employee engagement is not employee bombardment
10. Behaviours x peer-to-peer x informal social networks x stories x backstage leadership = Viral Change™

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