



## Section 5: What can you do to help their behaviour change?

- What can you do to influence their behaviour?
- What are their main barriers to adopting the behaviour?
- What are their main motivators to adopting the behaviour?
- What are the social factors that influence adopting the behaviour?
- What are the windows of opportunity to cue the behaviour?

## Section 5-

Identify levers of change - What can you do to help their behaviour change?



# 5A What can we do to influence their behaviour?

Importance ★★ ★

Time ★★

Cost ★★

## Summary

Behaviour is determined by many different factors. By understanding the various levers that influence someone's decision to take action, you can design your messaging and approach to increase the chances of success.

## Why is it important?

Though different types of people may have a range of reasons why they do or do not engage in a behaviour, they generally fall into specific categories. These determinants are based on decades of behavioural research that resulted in theories identifying the elements needed for change. *Find out which reasons drive the decisions of many of the priority audience members, through research and talking with them, to design an effective SM4BC strategy.*

The main levers of change we can use to influence behaviour via social media are:

1. **Remove barriers** – make it as easy as possible for someone to take action
2. **Increase motivation** – show the benefits of taking action
3. **Apply social persuasion** – use the influence of social norms and social proof
4. **Provide reminders** – create a call to action or a nudge

Research with your priority audience is critical at this stage to understand what they perceive as barriers and benefits to the behaviour, how social factors impact it, and the context in which reminders could be most helpful.



## Key Considerations:

1

Some strategies may draw on levers of change from all four categories, and others may focus on one or two. Your research will help you determine what's needed.

2

One method that is particularly helpful at this stage is called a doer/non-doer barrier analysis. By interviewing people who are already doing the desired behaviour and those who are not doing it, you can identify the key barriers and motivators to target for the non-doers.



## Action steps:

1

Read the descriptions of each of the categories of levers of change in the rest of this section.

2

Conduct research with members of your priority audience(s) to better understand their barriers, motivators, social perceptions and reminder opportunities.

### For more information:

- [IFRC Behaviour Change Guidance \(Appendix - Doer/Non-Doer Analysis\)](#)
- [Barrier Analysis Resources](#)
- [Social and Behaviour Change: Insights and Practice – Chapter 2: What Influences Behaviour Change?](#)
- [Achieving Behaviour Change: A Guide for Local Government and Partners – COM-B Diagnosis](#)

### Example:

Community health workers conducted a barrier analysis using an in-person survey in a primarily Hispanic area on the Texas Coastline that is prone to hurricanes. They compared those who said they were “very” or “somewhat” prepared for a hurricane with those who were less prepared.

The unprepared people were more likely to report the barriers to evacuating in the event of a hurricane (out of a list of 15) that they:

- Think the roads would be too crowded to leave\*
- Think evacuating will be dangerous
- Believe they will be safe at home
- Believe being unable to work will mean being replaced\*
- Worry their possessions would be stolen or damaged
- Cannot afford to leave (travel expenses)
- Report that their entire family cannot leave\*
- Have a family member with medical special needs\*

*\*Highest likelihood of being unprepared*

Those who reported being prepared were more likely to:

- Have \$300 or more in cash savings
- Have smaller households
- Have a person age 65+ living with them
- Live closer to the shore
- Be of Hispanic ethnicity

Knowing this type of information about your community can help define your priority audiences and develop messages to address their biggest concerns.

Source: [Barriers to Disaster Preparedness among Medical Special Needs Populations](#)



5<sup>B</sup>

## What are their main barriers to adopting the behaviour?

Importance ★★ ★

Time —

Cost —

### Summary

Even if someone is motivated to engage in the target behaviour, they may get tripped up by stumbling blocks on the road to behaviour change. Identify the barriers and remove them to make it as easy as possible for people to take action and stick with it.

### Why is it important?

Many different types of barriers may stop people from taking action – physical, psychological, financial, and more. Here are some categories of barriers with the questions that will need to be answered:

Type of Barrier	Questions to Ask
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• What do they know about the problem?</li> <li>• Do they know what to do to solve or prevent the problem?</li> </ul>
<b>Beliefs and Attitudes about Problems and Behaviours</b>	<ul style="list-style-type: none"> <li>• Do they believe they are at risk?</li> <li>• Do they believe that the consequences of not taking action are serious and severe?</li> <li>• Do they believe that the behaviour will make a difference in the problem?</li> </ul>
<b>Self-efficacy</b>	<ul style="list-style-type: none"> <li>• Do they believe they have the ability to carry out the behaviour?</li> </ul>
<b>Skills</b>	<ul style="list-style-type: none"> <li>• Do they have the skills to do the behaviour?</li> </ul>
<b>Ability</b>	<ul style="list-style-type: none"> <li>• Do they have the physical and/or mental strength to carry out the behaviour?</li> </ul>
<b>Opportunity and Accessibility</b>	<ul style="list-style-type: none"> <li>• Will they have the opportunity to take action?</li> <li>• Does the behaviour need to be carried out at a time or place that is accessible?</li> <li>• Do they have the necessary money or equipment, if any, to engage in the behaviour?</li> <li>• Do they remember to do the behaviour at the appropriate time?</li> </ul>
<b>Perceived Negative Consequences</b>	<ul style="list-style-type: none"> <li>• What are the bad things they think might happen if they adopt the behaviour? (Related to the problem, their own health and wellness, their family, their social status, their economic status, their community?)</li> </ul>



With each barrier you can remove, adopting the behaviour will become easier and easier for your audience. Some barriers will not be possible to reduce via social media (e.g., a lack of money to buy necessary safety equipment), but consider how you might be able to help them maneuver around that problem (e.g., share what they could substitute that they probably already have at home).



## Key Considerations:

1

Note that barriers are as seen from the priority audience's point of view. You may see nothing standing in their way, but the only thing that matters is how they see it.

2

When you know specifically what your audience's barriers are, you can then help them to overcome the obstacles via your social media activities. For example, if they have misconceptions about the problem or its solutions, post the correct information. If they do not have the necessary skills, provide a video leading them through the steps. If they don't think they can do the behaviour, share examples of other people like them who have been successful.



## Action steps:

1

Based on your research, identify the most common barriers faced by your priority audiences. Be as specific as you can.

2

As you continue through this guide, apply the information to address each barrier and help your audience overcome their obstacles to behaviour change.

### For more information:

- [EAST: Four Simple Ways to Apply Behavioural Insights](#) (and [Spanish version](#)) – Make It Easy
- [Don't Condemn People Who Don't Evacuate for Hurricane Florence](#)



**Example:**

What are the potential barriers to evacuating before a hurricane for people living in poverty?

Type of Barrier	Potential Evacuation Barriers	Ideas for Removing Barriers via Social Media
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Don't know why it's important to evacuate.</li> <li>• Don't know where they can go</li> <li>• Don't know how to get there</li> <li>• Don't know when they are supposed to leave or how to find out</li> </ul>	<ul style="list-style-type: none"> <li>• Post content in different formats addressing information about what to do in the event of an evacuation</li> <li>• Share information about shelter locations with links to map directions</li> <li>• Provide links/offline resources to track evacuation orders</li> </ul>
<b>Beliefs and Attitudes about Problems and Behaviours</b>	<ul style="list-style-type: none"> <li>• Don't believe the risk of injury or death is high if they stay</li> <li>• Believe they will be stuck on crowded roads when the storm comes</li> </ul>	<ul style="list-style-type: none"> <li>• Share stories and images from past hurricane events showing severity</li> <li>• Amplify expert and official explanations</li> <li>• Provide estimates of travel times from previous evacuations</li> </ul>
<b>Self-efficacy</b>	<ul style="list-style-type: none"> <li>• Given all their disadvantages, don't believe they have the ability to evacuate</li> </ul>	<ul style="list-style-type: none"> <li>• Share stories and posts from people like them who are evacuating</li> </ul>
<b>Skills</b>	<ul style="list-style-type: none"> <li>• Lack of skills to file paperwork to get reimbursed for being displaced</li> </ul>	<ul style="list-style-type: none"> <li>• Create how-to video or step-by-step graphic to provide assistance</li> </ul>
<b>Ability</b>	<ul style="list-style-type: none"> <li>• Elderly and disabled cannot evacuate without assistance, may have specialized medical equipment</li> <li>• Don't have transportation options</li> </ul>	<ul style="list-style-type: none"> <li>• Share information and links about publicly funded and medical transportation options if available</li> </ul>
<b>Opportunity and Accessibility</b>	<ul style="list-style-type: none"> <li>• Lack of money for car, hotel, gas</li> <li>• Lack of social support to have free place to stay</li> <li>• Lack of ability to miss work shifts</li> </ul>	<ul style="list-style-type: none"> <li>• Amplify offers from others online who can share rides or a place to stay</li> <li>• Provide link to legal requirements for employers to allow time off in case of evacuation</li> </ul>
<b>Perceived Negative Consequences</b>	<ul style="list-style-type: none"> <li>• Their home may be vulnerable to looting</li> <li>• They may be exposed to the storm if stuck in heavy traffic</li> <li>• Evacuation centers may be unsafe for themselves and their family</li> <li>• Loss of social support</li> </ul>	<ul style="list-style-type: none"> <li>• Post tips on how to safeguard or pack valuables</li> <li>• Post prompts to get people moving early to avoid the worst traffic</li> <li>• Livestream video from evacuation centers so people can see what they look like and share safety precautions</li> <li>• Engage online community with a hashtag to build social support opportunities</li> </ul>

5<sup>c</sup>

## What are their main motivators to adopting the behaviour?

Importance ★★ ★

Time —

Cost —

### Summary

Align the behaviour with what your priority audience members already want to accomplish. Make them an irresistible offer that they can't refuse, and they'll be more likely to take action.

### Why is it important?

Your audience research will tell you which of their problems or needs they think the behaviour will help. *Understanding their core values, identity and aspirations will assist you in aligning your messaging and approach with how they want to think of themselves and present themselves on social media.*

If your audience does not feel strongly about the positive aspects of the behaviour, consider using goal setting and incentives to encourage them to make progress and stick with it. Social media challenges, contests and giveaways done in a fun way can help get people more excited about the behaviour.

Type of Motivator	Questions to Ask
<b>Perceived Positive Consequences</b>	<ul style="list-style-type: none"> <li>What are the good things they think are likely to happen if they adopt the behaviour? (Related to the problem, their own health and wellness, their family, their social status, their economic status, their community?)</li> </ul>
<b>Pleasure</b>	<ul style="list-style-type: none"> <li>What would make the behaviour fun or attractive for them?</li> </ul>
<b>Identity/Aspirations</b>	<ul style="list-style-type: none"> <li>How does the behaviour help them be the kind of person they want to be, or want others to see them as?</li> </ul>
<b>Values</b>	<ul style="list-style-type: none"> <li>How does the behaviour support their core values?</li> </ul>







## Key Considerations:

1

The perceived benefits of the behaviour you are promoting need to be greater than the perceived barriers. How can you show that the target behaviour is different and better than the competition (i.e., what they are currently doing)?

2

Motivation to take action can come from an emotional connection to the issue, so knowing your audience's motivators will help you frame the benefits according to what people care about most to create that emotional response.



## Action steps:

1

Based on your research, identify the benefits to the behaviour that are most appealing to your priority audiences. Be as specific as you can.

2

As you continue through this guide, apply the information to build on each motivator and increase your audience's desire to take action.

### For more information:

- [EAST: Four Simple Ways to Apply Behavioural Insights](#) (and [Spanish version](#)) – Make It Easy
- [Designing for Behaviour Change: A Practical Field Guide](#) - Step 3: Conduct Barrier Analysis
- [Tools of Change: Building Motivation Over Time](#)



**Example:**

What are some potential motivators for evacuating before a hurricane?

Type of Motivator	Potential Evacuation Motivators	Ideas for Increasing Motivation via Social Media
Perceived Positive Consequences	<ul style="list-style-type: none"> <li>• Safety, staying alive</li> </ul>	<ul style="list-style-type: none"> <li>• Share success stories of people like them who were glad they evacuated</li> </ul>
Pleasure	<ul style="list-style-type: none"> <li>• Avoid discomfort of staying in damaged, flooded home and neighborhood</li> <li>• Spend time with family or friends out of town</li> </ul>	<ul style="list-style-type: none"> <li>• Share stories of people like them who decided not to evacuate and regretted it</li> <li>• Encourage evacuees to share pictures of themselves with the people they are staying with</li> </ul>
Identity/Aspirations	<ul style="list-style-type: none"> <li>• Responsible person</li> <li>• Member of a resilient community</li> </ul>	<ul style="list-style-type: none"> <li>• Post messages congratulating the people who evacuated for being responsible</li> <li>• Start a hashtag to instill pride in those who identify with their community (e.g., #CaribbeanStrong)</li> </ul>
Values	<ul style="list-style-type: none"> <li>• Security</li> <li>• Connection</li> <li>• Recognition</li> </ul>	<ul style="list-style-type: none"> <li>• Post messages reinforcing that evacuating on time keeps you safe and secure</li> <li>• Encourage online community to connect in comments and replies to provide each other with social support</li> <li>• Share posts from members of your online community and ask others to provide advice – recognize good ideas</li> </ul>

## 5<sup>D</sup> What are the social factors that influence adopting the behaviour?

Importance ★★ ★

Time —

Cost —

**Summary**

Humans are social animals and generally want to do what they think “everyone else” in their social circle is doing. Take advantage of that potential social influence for behaviour change.

## Why is it important?

While the impact of social factors could also be included as a motivator or a potential barrier in the previous elements, the prominence of *social norms in determining behaviour* means that you should consider it as its own category. Understanding what members of your priority audience believe other people are doing and thinking will tell you a lot about how to influence them.

You can incorporate social persuasion by people whom your research shows influence the priority audience(s) via testimonials, ads, social media posts, or brand ambassador programs.

- Use social proof methods to highlight that other people like them have adopted the behaviour.
- Demonstrate that they will receive social support and feel part of the group or community when they engage in the behaviour.
- Find ways to link the behaviour to existing cultural practices or values to make it more acceptable to your audience.

Social Factor	Questions to Ask
Perceived Social Norms	<ul style="list-style-type: none"><li>• What do they believe other people like them are doing?</li></ul>
Beliefs About What Others Will Think	<ul style="list-style-type: none"><li>• What do they believe other people whose opinions they care about will think of them if they engage in the behaviour?</li></ul>
Social Influencers	<ul style="list-style-type: none"><li>• Who are the people who influence their decision making?</li></ul>
Social Connection	<ul style="list-style-type: none"><li>• How do they prefer to spend time with their friends and family?</li></ul>





## Key Considerations:

1

Shifting social norms toward widespread adoption of a behaviour is not easy, but social media can be a valuable tool toward that goal. The circle of people someone follows can influence their perceptions of how prevalent an attitude or behaviour is. If many in their online community post that they got a flu shot, it may feel like everyone is doing it, and increase their motivation to get one too.

2

Whenever you can find a way to make the behaviour a social experience—whether shared online or offline—it will be more fun and likelier to be adopted.

3

Consider creating a way that people can identify themselves to others as someone who has taken action and belong to your online community. This could be through an overlay frame for their profile picture, a unique name that members of your community use and include in their bios, or a distinctive hashtag they add to relevant posts.



## Action steps:

1

Based on your research, identify the social influences on your priority audiences related to the behaviour. Be as specific as you can.

2

As you continue through this guide, apply the information to build on social influence and increase your audience's desire to take action.

### For more information:

- [EAST: Four Simple Ways to Apply Behavioural Insights](#) (and [Spanish version](#)) – Make It Easy
- [Everybody Wants to Belong: A Practical Guide to Tackling and Leveraging Social Norms in Behaviour Change Programming](#)
- [Can We Use Social Influence to Drive Change for Good?](#)
- [The 7 Principles of Social Influence for Digital Psychology](#)



### Example:

What are some potential social influences that could help for evacuating before a hurricane?

Type of Social Influence	Potential Evacuation Social Influences	Ideas for Using Social Influence via Social Media
Perceived Social Norms	<ul style="list-style-type: none"><li>• Perception of number of other people in their community who are evacuating</li></ul>	<ul style="list-style-type: none"><li>• Share news reports and posts of other people getting ready to evacuate</li><li>• Do a poll of followers to see how many are planning on evacuating</li></ul>
Beliefs About What Others Will Think	<ul style="list-style-type: none"><li>• Concern that others will think they are “wimps”</li><li>• Don't want to look like they are overreacting</li></ul>	<ul style="list-style-type: none"><li>• Livestream a video interview with an expert to reassure that evacuation is necessary and that everyone else is doing it too</li></ul>
Social Influencers	<ul style="list-style-type: none"><li>• Local celebrities</li></ul>	<ul style="list-style-type: none"><li>• Partner with relevant celebrities to create social media content encouraging people to evacuate</li></ul>
Social Connection	<ul style="list-style-type: none"><li>• Connecting with neighbors who are also evacuating</li></ul>	<ul style="list-style-type: none"><li>• Create local hashtag for evacuees to use to find each other online</li></ul>
Cultural Beliefs And Practices	<ul style="list-style-type: none"><li>• Hurricane and any related damage is God's will</li></ul>	<ul style="list-style-type: none"><li>• Highlight appropriate religious figures in the community who encourage their congregation to evacuate</li></ul>

## 5<sup>E</sup> What are the windows of opportunity to cue the behaviour?

Importance ★★ ★

Time —

Cost —

### Summary

Determine the times and places where people are most likely to be receptive to social media messages about the behaviour or are in a position to take action. Provide cues to remind them at the right time.

### Why is it important?

Reaching people where they are is a key tenet of behaviour change (both in terms of where their attention lies, as well as where they are mentally regarding readiness to take action). A critical piece to this is *identifying the specific social media platforms where your priority audiences spend time, and when they tend to scroll through their feeds so you can post when they will be most likely to see it.*

Windows of Opportunity	Questions to Ask
<b>Times</b>	<ul style="list-style-type: none"> <li>• At what days and times are they using social media?</li> <li>• At what days and times are they in a position to take action on the behaviour?</li> </ul>
<b>Locations</b>	<ul style="list-style-type: none"> <li>• Which social media platforms are they on?</li> <li>• Where are they physically when using social media?</li> <li>• At which locations are they in a position to take action on the behaviour?</li> </ul>
<b>Events</b>	<ul style="list-style-type: none"> <li>• Which types of events will provide occasion to engage in the behaviour?</li> </ul>
<b>States Of Mind</b>	<ul style="list-style-type: none"> <li>• What state of mind would make them more likely to engage in the behaviour?</li> </ul>



## Key Considerations:

### 1

Many people check their social media feeds constantly throughout the day. Others are more likely to do so at certain times, such as on the commute to work, at lunchtime, or in the evening after work. Knowing the habits of your specific priority audience and combining that with the context of when they may be in a position to take action on the behaviour will mean that you can post reminders and nudges that may reach them at the right time.

### 2

Social media analytics tools can identify the days and times that your audience tends to be most active online, as well as what type of device they use, to help you better time your posts and know when they are more likely to be out and about with a mobile device.

### 3

Events could include things like holidays that a majority of people celebrate, an incident in the news that is relevant to the behaviour, or even some sort of new life stage (e.g., becoming a parent). You can tie the behaviour into these events, either to your broad feed for the things that are universal or use social media advertising to reach people with very specific characteristics.



## Action steps:

### 1

Based on your research, identify the windows of opportunity to cue your priority audiences to perform the behaviour. Be as specific as you can.

### 2

As you continue through this guide, apply the information to build on opportunities to reach your audience at the right time and right place to help your audience take action.



**For more information:**

- [EAST: Four Simple Ways to Apply Behavioural Insights](#) – Make It Timely
- [How to Design Behaviour – Level 3: Triggers](#)
- [The Persuasive Power of the Digital Nudge](#)

**Example:**

What are some potential windows of opportunity that could trigger evacuating before a hurricane?

Type of Windows of Opportunity	Potential Evacuation Windows of Opportunity	Ideas for Using Cues to Action via Social Media
Times	<ul style="list-style-type: none"> <li>Days between forecast of potential hurricane and evacuation order</li> </ul>	<ul style="list-style-type: none"> <li>Shift messaging on posts over time to increase urgency of preparation for possible evacuation</li> </ul>
Locations	<ul style="list-style-type: none"> <li>Local news social media accounts</li> <li>Weather accounts</li> </ul>	<ul style="list-style-type: none"> <li>Partner with local news and weather organizations to cross-post on social media accounts</li> </ul>
Events	<ul style="list-style-type: none"> <li>Hurricanes in other locations</li> </ul>	<ul style="list-style-type: none"> <li>Use news of other hurricanes to encourage preparedness for the next local hurricane</li> </ul>
States Of Mind	<ul style="list-style-type: none"> <li>Information gathering</li> <li>Concern/anxiety</li> </ul>	<ul style="list-style-type: none"> <li>Anticipate information needs and use appropriate wording/tone to create emotional arousal to act, but without a fear response</li> </ul>





## Worksheet 5 - LEVERS OF CHANGE WORKSHEET ACCESS WORKSHEET ONLINE [HERE](#)

1.

What are the main barriers to behaviour change you found in your priority audience?

	What are the Barriers?	How Can You Remove or Reduce the Barriers?
Knowledge		
Beliefs And Attitudes About Problem And Behaviour		
Self-efficacy		
Skills		
Ability		
Opportunity and Accessibility		
Perceived Negative Consequences		

## 2. What are the main motivators to behaviour change you found in your priority audience?

	What are the Motivators?	How Can You Increase Motivation?
Perceived Positive Consequences		
Pleasure		
Identity/Aspirations		
Values		

## 3. What are the main social influences to behaviour change you found in your priority audience?

	What are the Social Influences?	How Can You Increase the Positive Effects of the Social Influences?
Perceived Social Norms		
Beliefs About What Others Will Think		
Social Influencers		
Social Connection		
Cultural Beliefs And Practices		

#### 4. What are the main windows of opportunity to cue behaviour change you found in your priority audience?

	What Are The Windows Of Opportunity?	How Can You Use The Windows Of Opportunity To Cue The Behaviour?
Times		
Locations		
Events		
States Of Mind		