

**wbs**

WARWICK BUSINESS SCHOOL  
THE UNIVERSITY OF WARWICK



THE  
**BEHAVIOURAL  
INSIGHTS  
TEAM**

# Behavioural Science in Practice

For the Change Makers





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Visit our website for the latest information on our courses and fees, as well as our latest news, events, and to hear from former and current students what life is really like here at WBS.

We're always happy to talk through any queries you might have.

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**Behavioural  
science examines  
human behaviour  
and choices,  
drawing on insights  
and methods  
from psychology,  
economics and  
neuroscience**

First UK business school to be triple accredited





**Nick Chater**  
Professor of  
Behavioural Science

# An introduction to Behavioural Science in Practice

An immersive three-day executive programme run by Warwick Business School and the Behavioural Insights Team, introducing key principles from behavioural science and how to apply them to real world problems.

Addressing most issues in society, from daily challenges to complex problems, requires an understanding of how and why people behave the way they do in relation to themselves and others.

Behavioural science has revolutionised how we approach these problems by challenging traditional models of behaviour and providing a more realistic understanding of what drives our decisions.

Governments, businesses and charities across the world are now using insights and methods from behavioural science to transform the way they work.

## Benefits

You will learn about the key principles and current thinking in behavioural science, and how to apply them to research, design and test ideas.

The course emphasises practical application, so that what you learn is directly transferable back into your workplace.

## Learning outcomes:

- Uncover the drivers of human behaviour and decision-making by exploring key findings from behavioural science and cognitive and social psychology
- Understand how, when and why human behaviour deviates from traditional economic models
- Learn how to use insights and methods from behavioural science literature to develop solutions to live issues
- Learn how and when to run large scale randomised controlled trials to test behavioural science solutions in real world settings
- Get feedback and guidance from world-leading experts on the problems and solutions you are working on.

*"Behavioural Science is the scientific approach to individual behaviour applied to understand social and economic phenomena. Its methods are, to some extent, experimental, drawing significantly on psychology, economics and neuroscience. Our aim is to understand the mechanisms inside individual people and how those mechanisms apply out in aggregate behaviour – so how they affect social behaviour, how they affect markets and the economy at large."*



**"Behavioural Science in Practice takes the latest evidence from the academic literature, and shows how these insights can be applied in the real world."**

**Owain Service**  
Expert Advisor  
The Behavioural Insights Team

# Who is the programme for?

Behavioural Science in Practice is for anyone who wants to learn and apply behavioural science to their work. There will be a particular emphasis on those who want to ‘nudge for good’. For example:

- Civil servants involved in the formulation of local and national policies
- Consultants who want to achieve social impact and help their clients improve efficiency
- Managers responsible for addressing challenges in their organisation
- Designers and developers creating new products and ventures.

### Course overview

- Theory – latest insights from leading academics on experimental psychology, judgement and decision-making and behavioural science
- Problem-led – working on live briefs set by external partners
- Practice – learn from some of the best researchers and practitioners in the field

### The programme

Each day, you will learn about both theory and practice, while working on live problem briefs.

The programme will also include seminars by guest speakers, who will share their experience of using behavioural science in their organisation.

### Evening activities

- Day 1 – Networking with canapés and refreshments.
- Day 2 – Cohort dinner at a local restaurant followed by a guest speaker.

### Themes covered during the programme

#### The foundations of behavioural science

Exploring the hidden forces that shape how we think and decide, and the influence of context and culture, including:

- Beliefs – The seriality of thought, how we reason-by-example, the ubiquity of overconfidence, and reasoning as rationalisation.
- Decision-making – Why decision making is so hard, our brain as a comparison machine, deciding one reason at a time, and choosing by comparing and by copying.

- Preferences – Self-control problems and how they can be addressed, social norms, altruism, reciprocity, network nudges and social bridging.

#### The TEST methodology (Target, Explore, Solution, Test)

This is a project methodology developed by the Behavioural Insights Team to tackle real world problems. It will be used to structure the practical sessions throughout the programme, including:

- The EAST framework – This is a framework developed by the Behavioural Insights Team as part of the Solution phase of the TEST methodology to help practitioners develop behavioural science solutions.
- Test, Learn, Adapt – This is the framework developed by the Behavioural Insights Team as part of the Test phase to help practitioners test what works and improve what doesn’t.

# Provisional timetable

## Morning schedule

### Day 1

#### Introduction to key concepts

- The importance of behavioural science and the TEST methodology.

#### Beliefs

- How people deviate from the standard model by having systematically incorrect beliefs.

#### Decision-making

- How people deviate from the standard model by using comparison and copying.

### Day 2

#### Preferences

- How people deviate from the standard model by constructing preferences on the spot when needed.

#### Bite size behavioural science

- The role of motivation, confidence and self-efficacy in decision-making.

#### EXPLORE

- Step 2 of the TEST methodology. How to understand a programme, system or intervention through the eyes of its users.

### Day 3

#### Bite size behavioural science

- Risk, uncertainty and dealing with large numbers.
- Social norms, reciprocity and the importance of feedback.

#### TRIAL

- Step 4 of the TEST methodology. The Test, Learn, Adapt framework for running evaluations to test what works (and what doesn’t).

## Afternoon schedule

#### Case study session

- Understanding people through a non-standard lens.

#### TARGET

- Step 1 of the TEST methodology. How to set a clear objective, focused on changing behaviours.

#### Group activity

- Working in teams on a brief or personal project to turn theory into practice using TEST.

#### SOLUTION

- Step 3 of the TEST methodology. The EAST framework for developing new behavioural science interventions.

#### Case study session

- Making small changes to existing communications.

#### Group activity

- Working in teams on a brief or personal project to turn theory into practice using TEST.

#### Case study session

- Scaling up from lab to simulation and field experiments.

#### Group activity

- Working in teams on a brief or personal project to turn theory into practice using TEST.

#### Wrap and feedback

- Opportunity for the class to provide verbal feedback on the course.



# Programme faculty & facilitators

Along with being some of the most cited scholars in the field, the WBS and Behavioural Insights Team utilise cutting-edge research to help address the challenges of today's marketing, innovation, and research organisations.



**Nick Chater**

Professor of Behavioural Science at Warwick Business School

Nick joined WBS in 2010, after holding chairs in psychology at Warwick and UCL. He has over 200 publications, has won four national awards for psychological research, and has served as Associate Editor for the journals Cognitive Science, Psychological Review, and Psychological Science. He was elected a Fellow of the Cognitive Science Society in 2010 and a Fellow of the British Academy in 2012. Nick is co-founder of the research consultancy Decision Technology; and is on the advisory board of the Behavioural Insights Team (BIT), popularly known as the 'Nudge Unit'.



**Owain Service**

Expert Advisor, The Behavioural Insights Team

Owain is an Expert Advisor for the Behavioural Insights Team, formerly its Managing Director. Owain was previously a Deputy Director of the Prime Minister's Strategy Unit, where he led programmes of work on public service reform, education, energy and developed the UK's first National Security Risk Assessment as part of the Strategic Defence and Security Review. Prior to that, Owain chaired European negotiations while at the Foreign Office during the UK Government's 2005 Presidency of the European Union. Owain holds degrees from Cambridge and the London School of Economics.



**Edward Gardiner**

Behavioural Design Lead at Warwick Business School

Ed is Behavioural Design Lead at WBS, applying insights and methods from behavioural science to support the design of products and services with a social purpose. He previously led the Behavioural Design Lab, a partnership between WBS and Design Council, and now focuses on ways to support collective action, helping people work more effectively together to achieve their own and common goals. He holds an MA in Natural Sciences (Psychology) from the University of Cambridge and an MSc in Cognitive and Decision Sciences from UCL.



**Michael Sanders**

Chief Executive of What Works Centre for Children's Social Care

Michael is Chief Executive of an independent charity dedicated to supporting vulnerable young people in the UK and their families. Prior to taking up his current role he served as Chief Scientist at the Behavioural Insights Team for five years, and with BIT for 7 years in total, leading BIT's research team and contributing to many of the team's most impactful trials. He is currently a Special Advisor on Innovation and BI Ventures, supporting BIT's startup incubation arm, and is a Reader in Public Policy at King's College London. He is the author, with Susannah Hume, of Social Butterflies, a book on how behavioural science can help us get the most out of our social networks, released in 2019.

# Applications, fees & accommodation

## Programme date

Behavioural Science in Practice is a three-day programme which will take place at WBS London at The Shard, find upcoming programme dates here:

[wbs.ac.uk/go/behsci](https://wbs.ac.uk/go/behsci)

## Fees and accommodation

Please see our website for the latest fee information for this course. Course fees include all of the course materials, lunch and snacks each day, an evening dinner, and a networking evening with canapés and refreshments.

Overnight accommodation is not included, but can be booked at venues nearby.

[wbs.ac.uk/go/behsci](https://wbs.ac.uk/go/behsci)

## How to apply

Applications can be made online, and we are always happy to talk through any queries you may have. Once we have received your application, the team will be in touch to confirm your place on the programme.

To apply please visit

[wbs.ac.uk/go/behsci](https://wbs.ac.uk/go/behsci)



# Behavioural Science: the impact

With the growth in behavioural science as a discipline, the Behavioural Science group at WBS and BIT are driving forces behind how it can be applied in society, and our understanding of how it can influence and impact our every day lives.

The Behavioural Science group at Warwick Business School is the leading centre of its kind in Europe, at the forefront of research in psychology, economics and neuroscience, while heavily involved in real world applications.

The Behavioural Insights Team (BIT) is a social purpose company, jointly owned by the UK Government; Nesta; and BIT's employees. Their main objectives are to:

- Make public services more cost-effective and easier for citizens to use
- Improve outcomes by introducing a more realistic model of human behaviour to policy
- Enable people to make 'better choices for themselves'.

Read more about the work of the Behavioural Insights Team by visiting

 [bi.team](https://www.wbs.ac.uk/bi.team)

*"The best thing that I've learnt is the frameworks. It's not just throwing psychological knowledge at something, but how it's framed, how to approach the problem, and how I can distribute my time amongst behavioural challenges."*

**James Smith**  
Course Participant



*"It's a nice balance of some deep science around how we think and how we make decisions, but also learning some practical skills that you can use to really implement that, in both a work and personal environment."*

**Christian Hunt**  
UBS,  
Course Participant



**Read more about behavioural science research at WBS.**

[wbs.ac.uk/go/core](https://www.wbs.ac.uk/go/core)

*In the area of fraud, error and debt, for example, telling late tax payers that most people in their towns had already paid their tax, increased payment rates by 15 percentage points.*

Extract from 'Big problems, small solutions', Core Edition One  
[wbs.ac.uk/go/bigproblems](https://www.wbs.ac.uk/go/bigproblems)

*"I was interested in the programme because I work in healthcare, and healthcare is a resource constrained industry, and so we're trying to squeeze every bit of healthcare we can out of every penny we've got and behavioural insights offers some fairly cheap ways to make practical changes.*

*Having the involvement of the Behavioural Insights team has been critical to bringing the research and principles into reality. It's been example after example of tests they've done, including ones that did not deliver the outcomes they were expecting, which is just as important as the majority which had given the level of behavioural change that they were anticipating. So it's left me feeling much more energised and much more likely to go back and do things differently."*

**Suzanne Lawrence**  
Managing Director  
in Primary Care,  
Care UK,  
Course Participant

**Watch our film 'Experiences from Behavioural Science in Practice'**

[wbs.ac.uk/go/behsci](https://www.wbs.ac.uk/go/behsci)



*"The better we know our natural tendencies the more we will understand how cooperation works in different contexts."*

**Dr Alicia Melis**  
Extract from 'Smells like team spirit', Core Edition Two.  
[wbs.ac.uk/go/teamspirit](https://www.wbs.ac.uk/go/teamspirit)



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