Peace Innovation Workshop
Mark Nelson & Margarita Quihuis
April 5, 2016, Oslo, Norway
Agenda

Morning
Welcome & Setting the Stage

**Session 1: Methods and Approach**
- Engagement Framework
- Context-mapping
- Opportunity-mapping

**Session 2: Behavior-centered Design**
- Fogg Behavior Model
- Behavior Grid
- Starfishing
- Games & Brains

Session 3: Persuasive Technology & eliciting behavior at scale
- Persuasive Tech history
- Five Codes
- Peace Technology

Session 4: Rapid deployment at scale
- Systematic design
- Rapid prototyping & iteration
- Validation and stress-testing
- Design sprints

Afternoon
“The future is already here — it's just not very evenly distributed.”

- William Gibson

Technological mediation of behavior has changed habits attention, engagement and behavior triggers matter.
Internet users in emerging world are more frequent users of social networks compared with U.S. and Europe

Regional medians of adult internet users or reported smartphone owners who use social networking sites

- Middle East: 86%
- Latin America: 82%
- Africa: 76%
- U.S.: 71%
- Asia/Pacific: 66%
- Europe: 65%

GLOBAL MEDIAN: 76%

Note: Based on those who say they use the internet at least occasionally (Q70) or report owning a smartphone (Q72). Russia and Ukraine not included in Europe median.


PEW RESEARCH CENTER
Session 1: Methods and Approach

Engagement Framework
Context-mapping
Opportunity-mapping
Behavior Centered Design
The science and practice of designing for behavior change
Baby Steps

Fogg Behavior Model

$B = MAT$

Motivation

high

low

to do

hard
to do

ability
easy
to do

10 10 10

5 5 5 5

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What is Behavior Centered Design?

- Focused on a specific action
- Deliberate
- Empirical
- Iterative
- Replicable/scalable
Fogg Behavior Model

+ Ability
+ Motivation
+ Trigger

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What Causes Behavior Change?

3 elements must converge for a behavior to occur:

Motivation + Ability + Trigger

When a behavior does not occur, at least one of those elements is missing.
Motivation

Sensation

Anticipation

Social Cohesion

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Motivation Waves

Points of high motivation
temporary opportunity to do hard things
Ability

- Time
- Money
- Physical Effort
- Brain Cycles
- Social Deviance
- Non-Routine

Increased Simplicity = Increased Ability
Ability

Make Behavior **Simpler** to Do

Increased Simplicity = increased **Ability**

Example:

Which movement will get more participation?

**Harder**

**Simpler**

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Social Persuasion

Social Facilitation
My participation is being watched, I can see others participate.

Social Comparisons
How do I compare to others?

Normative Influence: (Peer Pressure)
We’re in this together! Others are motivated.

Social Learning
I can see others participating and being rewarded (socially or otherwise).

Social Affiliation
I like and feel affinity to people who are like me; I want to maintain positive relationships with other people.
Triggers tell people to “Do it now!”

1. **Facilitator** makes behavior easier.
2. **Spark** is a trigger that motivates behavior.
3. **Signal** indicates or reminds.
## Hot vs Cold Triggers

<table>
<thead>
<tr>
<th>Hot Triggers</th>
<th>Cold Triggers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Can do it now!</td>
<td>Can’t do it now!</td>
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</tbody>
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What is a Persona?

A user persona is a representation of the goals and behavior of a hypothesized group of users.

Persona descriptions can include behavior patterns, goals, skills, attitudes, and environment, with a few fictional personal details to make the persona a realistic character.
Fogg Behavior Grid

The Fogg Behavior Grid addresses **frequency** and **intensity** of a behavior

(search google for the grid please—we can’t distribute it)
Behavior Design Review

B=MAT

Make it Easy to Do

Once or over time?

New behavior? Or increasing existing behavior?

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Behavior Design Exercise

• Spend 5 minutes listing “warm caring org culture” behaviors
• What specific thing do you want your target to do? Greet each other
• Who is your target?
• How would you measure activity?
• What can you do to make the activity as easy as possible?
• How would you trigger the activity?
A Few Words on Willpower

If it wasn't for my incredible willpower, I would be exercising right now.
Willpower is...

- a depletable resource
- stronger earlier in the day
- like a muscle and can be strengthened with proper training or weakened with overuse
- energy dependent—directly depends on blood glucose levels (so good, regular nutrition helps)
“The more precise you can be about the behavior and the actor, the more likely you are to succeed.”

BJ Fogg
I'd been doing my 3 Tiny Habits and flossing regularly without it even being on the list. VICTORY!! Thanks @BJFogg :)

@bjfogg I think about tiny habits at least once a day...mostly when I'm doing my 3 morning push ups : )

When I take off my shoes now, I KNOW I'm supposed to put something away... even when I wasn't thinking about it before.

#3tinyhabits
Tiny Habits Design Sequence

1. Start Small
2. Find an Anchor
3. Celebrate Immediately

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Place target behavior at center of starfish

Work backwards: And identify steps before target behavior

Identify multiple ways person can arrive at target behavior

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Here's an example...

- Get invited to a friend's house
- The friend serves a nice salad and grilled vegetables
- You get hungry and want a snack
- You decide you need to "eat healthier"
- Your friend gives you a smoothie book
- Your date challenges you to take a wheatgrass shot
- Your date suggests going to Jamba Juice for a snack
- You go out on a date
- Work has a catered lunch for a meeting
- A green salad is the main course for the meeting
- The admin person is health-minded
- The CEO of your office wants people to be healthier
- See an awesome cooking show that features broccoli and asparagus
- Write down recipes from show (or find online)
- Buy ingredients at store
- Prepare dinner
- You want to impress your date

Source: Kelly Schmutte
Stanford University
Why Should You Care?

- Once behaviors become habit they move from your conscious to unconscious mind
- Behavior design can help people achieve their personal goals to do what they already want to do
- Tiny habits are the hack toward resistance against big change
- Tiny successes give us a dopamine/testosterone hit which gives us confidence, leading to more success
- Starfishing can reveal different paths and potential obstacles to achieving target behavior
Games and Brains
What social games can teach us about repetitive behaviors
Core Loop: Behavior Chains that Repeat

What is a Core Loop?:

The 3-6 steps of purposeful interaction that occur most frequently in an interactive experience are the Core Loop. These are the fundamental building blocks of the experience.

Game designers start with a core loop before adding embellishments to any game.

Games are a systematic way of starting and maintaining repetitive behaviors.

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Core Loop: Behavior Chains that Repeat

1. Assess the Puzzle
2. Launch Bird
3. Observe the Effect and Get Rewards
Compulsion Analysis

What is a Compulsion Analysis?

An interactive experience must not only be compelling from second-to-second and minute-to-minute, but it also needs to drive the game player to return for a second session as the experience continues to be fresh and engaging in the weeks and months ahead. The Compulsion Analysis makes sure that all of these areas are being fulfilled.

Compulsion Analysis is relevant when designing span behaviors that are expected to occur over a long period of time.
Core Loop Exercise

1. Identify target behavior sequence

2. How do you move person through completion in 6 steps or less?

3. How do you want person to feel at the end?

4. How does that emotion motivate person to repeat the loop?
Why Should You Care?

Social Game companies have used concepts like Core Loop and Compulsion Analysis to fine tune their games.

Core loops and compulsion analysis let us examine where:
- things can break
- are too complicated
- steps can be simplified

Core Loops let us keep desired goals and results in mind.
Neurochemistry of Games

**Learning**
Concentrating, solving puzzles, accumulating knowledge, exploring
*Norepinephrine*

**Overcoming Challenges**
Competing, winning, accomplishments victory in the face of adversity, challenge, thrill respect
*Epinepherine* (adrenaline)

**Social Connections**
Bonding, collaboration, cooperation
*Oxytocin*

**Building/Finding Order**
Contentment, faith, completeness, order, part of a larger plan, clear rules, right and wrong, purpose, teaching
*Seratonin*
Why Should You Care?

- Certain actions can trigger neurochemical rewards
- It’s not enough to design for a behavior… you need to consider how people feel as a result of doing the behavior
- We feel before we think
- Preferences and biases are colored by feeling
- Emotion and motivation are linked
broadly defined as technology that is designed to change attitudes or behaviors of the users through persuasion and social influence, but not through coercion.
Persuasive Technology

Technology
• Cell Phones
• Websites
• Wearable Devices
• Video Games

Persuasion
• Behavior Change
• Motivation
• Influence
• Compliance

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Behavior Design vs Persuasive Technology

<table>
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<th>Persuasive Technology</th>
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<tbody>
<tr>
<td><strong>Process</strong></td>
<td><strong>Delivery Mechanism</strong></td>
</tr>
<tr>
<td>Observable measurable action</td>
<td>Web, mobile, social technologies &amp; devices:</td>
</tr>
<tr>
<td>Move people to <em>do</em> something (not about changing attitudes or beliefs)</td>
<td>▪ Give/increase ability</td>
</tr>
<tr>
<td>One time or repeated behaviors</td>
<td>▪ Act as Triggers</td>
</tr>
<tr>
<td>Ability through simplicity</td>
<td>▪ Are Sensors</td>
</tr>
<tr>
<td>Triggers</td>
<td>▪ Measure if behavior occurred</td>
</tr>
<tr>
<td>Habits</td>
<td>▪ Measure what behavior occurred instead, if target behavior did not occur</td>
</tr>
</tbody>
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© BJ Fogg; Peace Innovation Lab at Stanford
Small is better than big

Fast is better than good (and much better than perfect!)

Iterate and see where things work

Optimize to make it better

If it breaks, fix it or pivot and try something else
Some examples…

Persuasive Tech in action to elicit value-creating behaviors
Behavior Design for Health: Nike+

Behavior Goal:
• Running as a habit

Behavior Motivation Chain:
• Get Fit
• Sense of accomplishment

Rewards/Reinforcement:
• Badges, consecutive days/weeks/months of activity

Persuasive Technologies:
• Shoe sensor; iPod/iPhone App

Behavior Data:
• Distance/Frequency/Location/Running Conditions
• Mood/Weather/Music
• Age/Gender
Design for Energy Conservation: OPower

Behavior Goal:
- Energy Conservation

Behavior Motivation Chain:
- Environment
- Cost Savings

Persuasion Technique:
- Social Conformity

Persuasive Technologies:
- Website/Phone App
- Utility Bill

Behavior Data:
- Energy Consumption
- kWatts/Hr
Design for Financial Stability: Moven

Behavior Goal:
- Spending awareness

Behavior Motivation Chain:
- Save money/manage money

Persuasion Technique:
- Behavioral economics
- Feedback loops

Persuasive Technology:
- Phone App

What’s Measured:
- Consumption patterns
- Frequency/Category/Location
Why Should You Care?

• Persuasive technologies massively scale behavior change

• Persuasive technologies can give a person a clear view of their performance

• Tightly designed feedback loops can increase user satisfaction as they gain *mastery* and feeling of “*I can do it!*’ over their intended goals
What makes Silicon Valley so successful at technology innovation?

Three main variables:
Post-lunch Reflection

What makes Silicon Valley so successful at technology innovation?

Three main variables:

• Speed
What makes Silicon Valley so successful at technology innovation?

Three main variables:

• Speed
• Iteration
Post-lunch Reflection

What makes Silicon Valley so successful at technology innovation?

Three main variables:

• Speed

• Iteration

• Product or Service Design as a series of empirical scientific experiments
Which variable is *most* important?
Which variable is *most* important?

*Speed!*
Which variable is *most* important?

*Speed!*

*Why?*
Which variable is most important?

**Speed!**

**Why?**

Speed determines both

how much you can learn, *and* how cheaply you can learn it.
Collective Intelligence

For choosing a first small deal partner (remember—baby steps!)

Given the people and organizations in the room this afternoon, which other organization do I think my org could create the most value with or for?

| AgderEnergi 3 | SPIL 3 | Partnership for Change 3 |
| ISS 3 | SNAA 0 | SI/Skatt 2 |
| Norwegian 1 | FUN 1 | Nortura 4 |
| NAV 6 | Storebrand 2 | |
| CCL 0 | BI 3 | |
Team One Sprint 1: [Name]

Identify a single “deal” Storebrand can do with NAV:
- Rovio provides advance-release in-flight games exclusively for Finnair
- Just need a single episode—one time prototypes are great
- Can be done after or with a routine behavior
- Can be pre-tested with an existing persuasive technology (social media or app)
- Can get preliminary results in the next hour
But wait. You are actually doing Peace Innovation. What’s that again?

“Designing technology that increases people’s ability to be good to each other.”
So what is PeaceTech again?

“Mediating technology that measurably augments people’s ability to positively engage with each other for mutual benefit.”
Designing *Peace* Technology

**Focus** on two groups

**Optimize** for positive behavior

Start where people *already* are. Baby steps and training wheels.

1. Choose target communities
2. Observe/choose tech they use
3. Pick a Positive Engagement Behavior
4. Create Fast Prototype Interventions
5. Measure Impact
6. Optimize (or Pivot) & Repeat
“Training wheels” Design Exercise: Identify a Minimum Viable Value-Creating Behavior between your organizations

Identify a single value creation activity your org can do for a team-mate’s org:
- E.g. Rovio provides advance-release in-flight games exclusively for Finnair
- Just need a single episode—one time prototypes are great
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The Rapid Value Creation Prototype Formula

1. If organization A
2. Did behavior B
3. For organization, stakeholder, or customer C
Team Two Sprint 1: [Name]

Identify a single “deal” PFC can do with NAV:

- E.g. Rovio provides advance-release in-flight games exclusively for Finnair
- Just need a single episode—one time prototypes are great
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Team Three Sprint 1: [Name]

Identify a single “deal” AgderEnergi can do with NAV:

- E.g. Rovio provides advance-release in-flight games exclusively for Finnair
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Team Four Sprint 1: [Name]

Identify a single “deal” BI can do with NAV:

- E.g. Rovio provides advance-release in-flight games exclusively for Finnair
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Team Five Sprint 1: [Name]

Identify a single “deal” FUN can do with NAV:

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Sprint 2
Team One Sprint 2: [Name]

Identify a single “deal” SI can do with NAV Project Portfolio Management:

- Rovio provides advance-release in-flight games exclusively for Finnair
- Just need a single episode—one time prototypes are great
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Team Two Sprint 2: [Name]

Identify a single “deal” BI can do with NAV Project Portfolio Management:

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Team Three Sprint 2: [Name]

Identify a single “deal” Storebrand Portfolio Management can do with NAV Project Portfolio Management:

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- Can be pre-tested with an existing persuasive technology (social media or app)
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Team Four Sprint 2: [Name]

Identify a single “deal” SNAA can do with NAV Project Portfolio Management:

- E.g. Rovio provides advance-release in-flight games exclusively for Finnair
- Just need a single episode—one time prototypes are great
- Can be done after or with a routine behavior
- Can be pre-tested with an existing persuasive technology (social media or app)
- Can get preliminary results in the next hour

Choose target organizations: SNAA & NAV Project Portfolio Management

Observe/choose tech they use: Google Survey

Pick a Positive Engagement Behavior: Get 25 survey responses regarding pro bono alumni consulting

Create Fast Prototype Interventions

Measure Impact

Optimize (or Pivot) & Repeat

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Team Five Sprint 2: [Name]

Identify a single “deal” AgderEnergi NetSecurity can do with NAV Project Portfolio Management:

- E.g. Rovio provides advance-release in-flight games exclusively for Finnair
- Just need a single episode—one time prototypes are great
- Can be done **after** or **with** a routine behavior
- Can be **pre-tested** with an existing persuasive technology (social media or app)
- Can get preliminary **results** in the next hour

Choose target organizations: AgderEnergi, NetSecurity, & NAV Project Portfolio Management

Observe/choose tech they use: NetSecurity

Pick a Positive Engagement Behavior: Agree to security test

Create Fast Prototype Interventions

Measure Impact

Optimize (or Pivot) & Repeat

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Sprint 2
Team Six Sprint 1: [Name]

Identify a single “deal” [your org] can do with [org X]:

- E.g. Rovio provides advance-release in-flight games exclusively for Finnair
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Choose target organizations:

- Optimize (or Pivot) & Repeat
- Observe/choose tech they use
- Measure Impact
- Pick a Positive Engagement Behavior
- Create Fast Prototype Interventions

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Team Four Sprint 1: [Name]

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Design an activity that increases volunteer ShoppingBuddy participation:

- E.g. more people cooking for others (who?)
- Can be done after or with a routine behavior
- Can be tested with an existing persuasive technology (social media or app)
- Can get preliminary results in the next hour
Design Exercise: Increase Volunteer Participation

Design an activity that increases volunteer “X-Buddy” participation:

• E.g. more people cooking for others (who, for who?)
• Can be done after or with a routine behavior
• Can be tested with an existing persuasive technology (social media or app)
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Design an activity that increases volunteer “X-Buddy” participation:

- E.g. more people coaching others (who?)
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**Target communities:** Employment Coaches and people who need help writing a CV

**Tech they use:** Facebook page

**Positive Engagement Behavior:** make and post recommendation video for job-seeker

**Fast Prototype:** Measure: Optimize (or Pivot) & Repeat

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Team One Sprint 2: Shopping Buddy

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Stanford Peace Innovation Lab

At Stanford Peace Innovation Lab, we develop quantitative, predictive, computational methods and systems to sense engagement levels and interaction quality across group boundaries. We then provide design frameworks, principles, and methodologies for Behavior Design and Persuasive Technology interventions, to measurably increase positive engagement, at scale.

This approach to global risk management is primarily preventive, positive, and generative, rather than remedial or punitive. In addition it can be rapidly scaled and optimized. Most important, it is fundamentally profitable to both sides of potential conflicts, which, in combination with it’s quantitative nature, enables global capital markets to reallocate assets towards the solutions we develop.
Mark Nelson
Founder, Co-Director, Stanford Peace Innovation Lab

Former relief-worker, investment banker, and social entrepreneur, Mark Nelson founded and co-directs Stanford Peace Innovation Lab, where he researches mass collaboration and mass interpersonal persuasion. Mark focuses on designing, catalyzing, incentivizing, and generating resources to scale up collective positive human behavior change. He has described a functional, quantitative definition of peace, in terms of engagement quantity and quality across social difference lines; he has identified innovative, automated ways to measure peace, both at the neighborhood and global level; and he has developed a formal structural description for Peace Data. He leads the Social Energy Map project, and designs technology interventions to measurably increase positive, mutually beneficial engagement across conflict boundaries. Mark’s mission is to create an entire new, profitable industry, where positive peace is delivered as a service. Other projects include EPIC Global Challenge and Peace Markets. Mark is also a researcher and practitioner at Stanford Persuasive Technology Lab, and a member of Stanford’s Kozmetsky Global Collaboratory.
Margarita Quihuis
Co-Director, Stanford Peace Innovation Lab
Researcher, Stanford Behavior Design Lab

A behavior designer, social entrepreneur and mentor capitalist, Margarita Quihuis’s career has focused on innovation, technology incubation, access to capital and entrepreneurship. Her accomplishments include being the first director of Astia, a technology incubator for women entrepreneurs where her portfolio companies raised $67 million in venture funding, venture capitalist, Reuters Fellow at Stanford, and Director of RI Labs for Ricoh Innovations. She is a behavior designer and researcher at Stanford Persuasive Technology Lab, and co-directed the Stanford Peace Innovation Lab where she conducted research on innovation, trust, persuasive technology & the potential of social networks to change society for the better. Her projects have included the study of collaboration and citizen engagement to foster government innovation – Manor Labs, bottoms-up post-disaster response and recovery – Relief 2.0 and advisory roles in citizen psy-op efforts such as the the Israel Loves Iran and Romancing the Border social media campaigns. She was also a member of the working group for the Stanford/Naval Postgraduate School/US Army Governance Innovation for Security and Development research project.

She is a recognized thought leader in the areas of innovation, emergent social behavior and technology and has been part of Deloitte’s On Social Roundtable and Aspen Institute’s Dialogue on Open Innovation and Dialogue on Diplomacy and Technology.

She has advised and or taught the principles of persuasive technology and behavior design and their application in insurgent movements and PsyOp to the US Military Special Operations Command (SOCOM), NATO PsyOp community, Hoover National Security Fellows, US State Department, Naval PostGraduate School and the Eisenhower Fellows at National Defense University.
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Contact & Resources

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RESOURCES
Peace Innovation Lab: peaceinnovation.stanford.edu
Background & Overview: bit.ly/PeaceInnovationReading
Stanford Economic Impact: bit.ly/stanfordinnoimpact

Persuasive Technology: captology.stanford.edu
Fogg Behavior Model: behaviormodel.org
Behavior Grid: behaviorgrid.org