

CONNECT. IMPROVE. CHANGE.

Behavior-centred change management

5 steps to lasting change

A working session guide for change agents driving change on the shop floor.

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Leanprofs

Workbook — The Leanprofs Transformation Framework

5 steps to lasting behavioral change in the workplace

Choose your change case

Pick one change your team is accountable for and that has been stuck for a while. It helps to keep it small to get acquainted with the framework. Please don't pick your whole change programme, but preferably one change in one department.

Examples:

- The daily stand-up is held every morning, in every shift
- Improvement boards are actually used instead of decorating the wall
- Incidents are reported the same day instead of at the end of the month
- Handovers between shifts happen without rework
- Agreements made in the team meeting are visibly followed up
- Planners and operations decide together instead of over email

Our change case:

Which team, department or shift is this about? Who is the owner?

Why does this matter to the organization — and to the people doing the work?

How long has it been on the list without moving?

The framework in brief

#	Step	Core question
1	Our goal	Which organizational result do we want, measurable and with a date?
2	Behavior	Who does what, visibly and repeatably, on the shop floor?
3	Driving forces	Which cues and consequences in the work make that behavior likely?
4	Restraining forces	Which systems, routines and rewards keep the old way in place?
5	Internal behavior	Which beliefs do we have about ourselves, the change recipient or the organization? Are they helpful in this change?

Use this workbook per change case, with the people who do the work in the room. A plan written about a team, without that team, is a plan that loses out to reality.

1 Step 1 — A concrete and measurable goal

Your organization has probably heard more than enough about SMART goals. Still, without a goal it is hard to determine what exactly the organization needs to do differently. Goals give direction, meaning and focus.

Without one, something unpleasant happens too: along the way the ambition is quietly adjusted towards what the organization was already doing. Everybody stays comfortable, the steering committee stays happy, and not much changes.

The four requirements

1. **Measurable** — one number or one unambiguous criterion the team recognises.
2. **Dated** — it has a deadline, not "this year".
3. **Baseline** — you know the current value. Without a baseline you cannot tell progress from opinion.
4. **Ours** — the goal is something this team can influence. "More customer focus" is not. "Every call answered within 20 seconds" is.

EXERCISE

Current situation (baseline), measured on ____ / ____ / _____

Desired situation (target value)

Final date

How do we measure this? (source, frequency, who reads it)

Now write it down in one sentence:

By _____ the team at _____ has _____ , whereas today it is _____ .

2 Step 2 — Making behavior specific with MACRO

Unfortunately, reaching an organizational goal does not happen by itself. No structure chart, system or steering committee ever improved a process. People do the work — so you reach the goal through behavior on the shop floor.

When organizations talk about behavior, they usually do so vaguely. Take ownership, be proactive, work customer-focused, live the values. But what does that actually mean on a Tuesday morning at 9:15?

Behavior is visible. If you pointed a camera at the workplace, you would be able to film what people do. Nothing on camera? Then you have not described behavior, but most likely an intention, an attitude, or a result.

The MACRO test helps you make behavior concrete and observable. It is not a "model" in the sense of an explanatory framework, but a test: a checklist to determine whether you have specified a performance or behavior sharply enough.

Letter	Criterion	Test
M	Measurable	You can count, time or score it in the work itself
A	Active	It has to be an active action, not an absence
C	Controllable	The person doing the work can influence it themselves
R	Reliable	Two colleagues independently reach the same judgement
O	Observable	You can see or hear it happen in the workplace

Watch out: the dead man's test

If a dead person can do it, it is not behavior. "No unplanned downtime", "not being late for the stand-up", "making no mistakes" — a dead person does all of that perfectly. Always rephrase into what someone actually does.

Making behavior specific with MACRO

Write down the behavior that contributes to the goal from step 1: who does what, and how often. Then test it against MACRO and the dead man's test.

Test against MACRO

Criterion	Our note
Measurable	
Active	
Controllable	
Reliable	
Observable	

Who does what, how often? (camera-proof)

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins or other markings on the paper.

3 Step 3 — Driving forces

In the previous step the organization formulated a good intention and everyone in the kick-off nodded — honestly, the odds it fades after six weeks are somewhat higher. We can radically increase the chance of success by making smart use of the work environment: behavior is triggered by what precedes it (antecedents) and sustained by what follows it (consequences).

**Antecedent (nudge, cue, trigger, prompt) -> behavior <- consequence
(reinforcement, reward, punishment)**

Driving forces are all antecedents and consequences that push the team towards the desired situation — mostly design choices you already control, physical as well as social.

	ANTECEDENTS	CONSEQUENCES
Physical	• Andon light that turns red • Kanban card in the empty slot • Shadow board with one tool missing	• The line keeps running, no stop • The tool is back within reach • The board shows the fix that day
Social	• Team lead asks "what did you learn?" • A colleague demonstrates it first • Agenda item that opens the stand-up	• A colleague says thanks on the spot • The team lead names it in the stand-up • The issue is picked up, not parked

! Check before you continue: do these actually trigger the desired behavior, as specified in step 2?

People are strongly driven by what follows their behavior. A quarterly bonus is no match for the irritation of a colleague today. Three properties determine strength — P, I and C:

Property	Strong	Weak
Positive or negative (P)	Positive	Negative
Immediate or delayed (I)	immediate	delayed
Certain or uncertain (C)	certain	uncertain

The strongest consequence is a PIC: Positive, Immediate, Certain — its mirror is the NIC (Negative, Immediate, Certain).

Which PIC can we attach to the desired behavior from step 2?

Designing driving forces

For each vital behavior, note what already works in the current way of working (existing) and what the change team will add (design). Name an owner for everything you add.

Behavior: _____ Team:

Driving antecedents	Already exists	To be added	Owner

Driving consequences (what happens right after the behavior?)	Positive (P)?	Immediate (I)?	Certain (C)?

Our three most important interventions on the driving side (with owner and date):

1. _____
2. _____
3. _____

4 Step 4 — Restraining forces

We have now added several cues to remind the team of the behavior formulated in step 2. Unfortunately the organization is thoroughly used to the existing situation, and there are cues and rewards that keep reminding everyone to do what they always did. This is the step that gets skipped most often, and the one that pays off the most.

The starting point: the current behavior is not stupid, it is in fact quite logical. It delivers something — otherwise nobody would do it. Anyone who does not understand the existing cues and rewards designs a change that loses out to reality.

Restraining forces are all antecedents and consequences that pull the team back to the current situation: the old report that is still asked for, the target that contradicts the new way, the system that only accepts the old route, the colleague who gets away with it.

Less is more. In almost every case it is more effective to remove a restraining force than to add a driving one. Removing something also costs the organization nothing extra. Try these three options, in order of strength:

1. **Remove it** — take the trigger away: stop the old report, close the old channel, drop the conflicting target
2. **Make it harder** — add thresholds to the old way of working
3. **Shift the consequences** — make the payoff of the old behavior less immediate or less certain

Removing restraining forces

Way of working we want to replace: _____

Restraining antecedents (what triggers the old way?)	Can we remove it? Who decides?	If not: can we make it harder?

What does the old way give the people doing it?	Positive (P)?	Immediate (I)?	Certain (C)?

What makes the new way of working unpleasant?	How do we reduce that?

Our three most important interventions on the restraining side (with owner and date):

1. _____
2. _____
3. _____

5 Step 5 — Internal behavior

Beliefs, thoughts and feelings are not observable. They do not pass the camera test. Even so, they steer behavior — and this step is about *yours*, as the one leading the change: "they are resisting", "this team is not ready", "if I push now it will blow up".

“You behave according to who you think you are”

Write down what you literally think and feel at the moment the team does not show the behavior — about them, about the change, and about yourself. You do not have to phrase it neatly.

- 1. _____
- 2. _____
- 3. _____

Test each belief with three questions:

My belief as change agent	Is it demonstrably true?	Does it help us towards the goal?	What is a more usable alternative?

Watch out: more usable is not the same as more positive.

Positive thinking has great power, but mainly when you genuinely believe it. Telling yourself a story you do not buy does not fool your own brain, and the team hears it.

"Everyone will love this" is a poor replacement if you do not believe it yourself. "This is hard and I am going to the floor anyway, exactly like last week" works better, because it is true.

Internal behavior cannot be steered directly. You have no control over which thoughts and feelings come up in you. You do have control over what you do with them — and your own conviction is the first thing the team reads.

Wrapping up — our change on one page

1. Goal (result, measurable, with a date)

2. Vital behavior (MACRO-phrased): who does what, how often

3. Driving forces we add (owner · date)

- a. _____
- b. _____
- c. _____

4. Restraining forces we remove or make harder (owner · date)

- a. _____
- b. _____
- c. _____

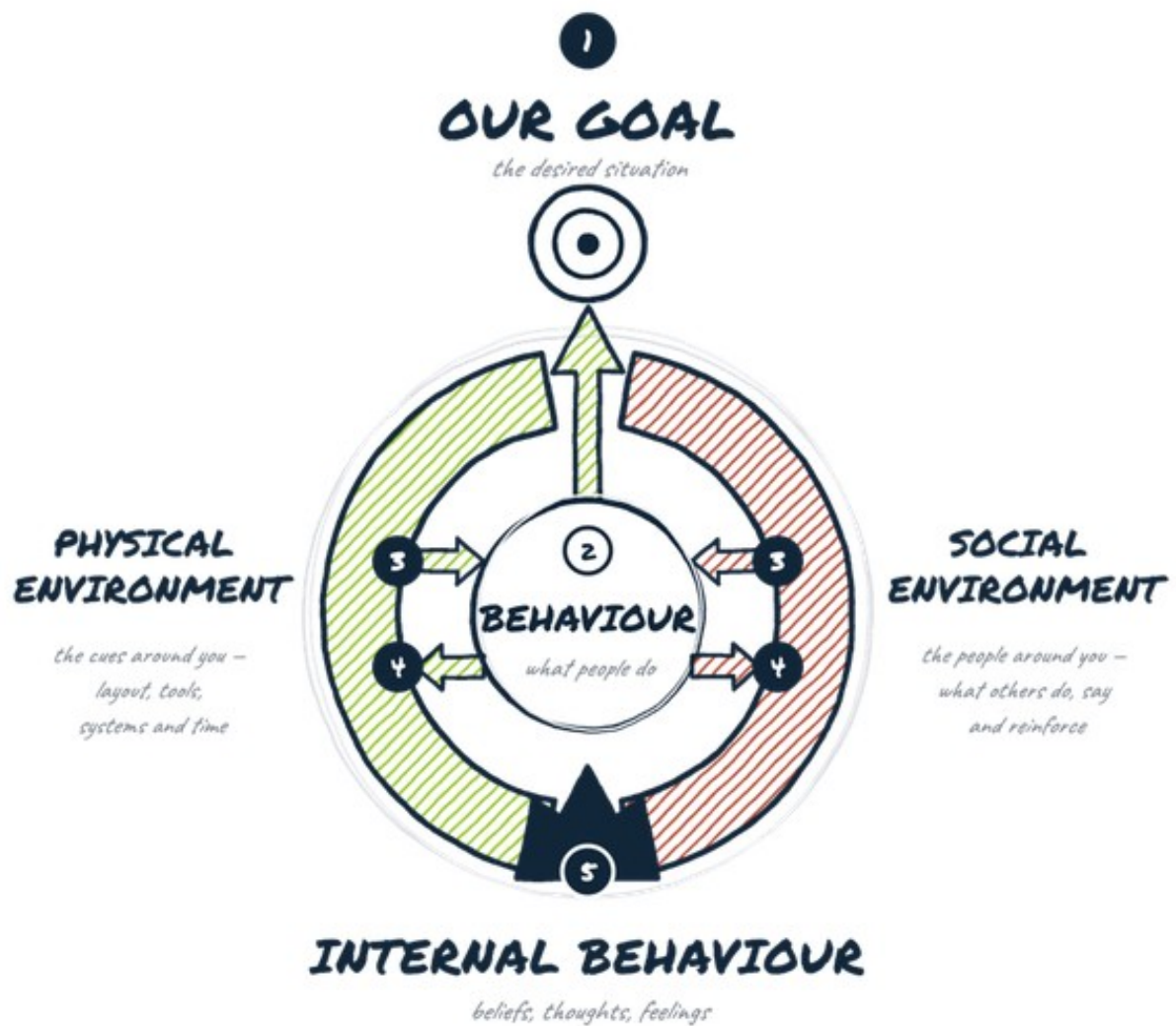
5. The belief we keep an eye on

This plan is a hypothesis, not a guarantee of success. Nothing is wrong if it does not work out — as long as you look. Review it with the team on the floor, not in a status report.

Reflection questions after two weeks:

- Did the behavior happen? How often, measured how, and who saw it?
- If not — where did the chain break? At the trigger, at the execution, or at what followed?
- Which restraining force turned out to be stronger than we thought?
- Which driving force did less than hoped? Was the consequence really a PIC — positive, immediate and certain?
- What did the team say when it went wrong — and what did we do with that?

The complete Leanprofs Transformation Framework



You only have to remember one thing:

Context drives behavior.

