

# Leadership Development & Behavioral Nudges

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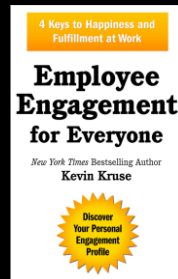
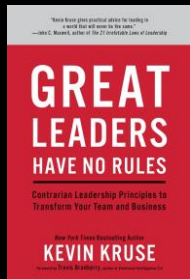
Beat The Knowing Doing Gap & Increase Employee Engagement





## About Kevin Kruse

- Founder + CEO, LEADx
- Mission to spark the next 100 million leaders
- *Forbes* leadership columnist
- *New York Times* bestselling author of 9 books



**KEVIN KRUSE**  
*Forbes* • *The New York Times* Best Seller

# Agenda

- Why nudge?
- Define types of behavioral nudges
- Turn an email "nags" into effective "nudges"
- Implement low-cost nudge campaigns
- Create a nudge strategy



# LEADERSHIP TRAINING ONLY GOES SO FAR

*"It's the manager..."*

# 70%

of the variance in  
employee  
engagement is due  
to the manager.

Source: Gallup Business Journal, April 21, 2015

People join  
COMPANIES,  
but they leave  
MANAGERS.

*Training Doesn't Stick*

**The  
Knowing-  
Doing  
Gap**

How  
Smart  
Companies  
Turn Knowledge  
Into Action

**Jeffrey Pfeffer and  
Robert I. Sutton**

HARVARD BUSINESS SCHOOL PRESS

# 360's and Engagement Surveys don't usually work...

1 in 3

Made Performance Better

1 in 3

Made Performance *Worse*

1 in 3

Had No Effect

## The Effects of Feedback Interventions on Performance: A Historical Review, a Meta-Analysis, and a Preliminary Feedback Intervention Theory

Avraham N. Kluger  
The Hebrew University of Jerusalem

Angelo DeNisi  
Rutgers University

appraisal is that 360-degree feedback is supposed to be given anonymously. Research has demonstrated that anonymous feedback is more honest and closer to what raters actually feel about the feedback recipients. Appraisers whose identity is known to the feedback recipients give higher ratings than those who are anonymous.<sup>8</sup>

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thermore, there is discouraging evidence regarding the effectiveness of feedback-intervention programs as tools in bringing about improvements in performance. A review of over 600 feedback studies found that only one-third reported improvements in performance. Another third reported negative changes in performance, while the final third reported no impact.<sup>14</sup>

In their haste to gain the advertised benefits of 360-degree feedback, organizations may not be

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Action Plans Aren't  
Implemented

Although identified action plans for training and development are achievable, they are not implemented after being written. Recommendations made are also not implemented to full expectations. Most importantly, the unimplemented actions are related to the business plans

Digital Natives

Millennial Managers



Personalized

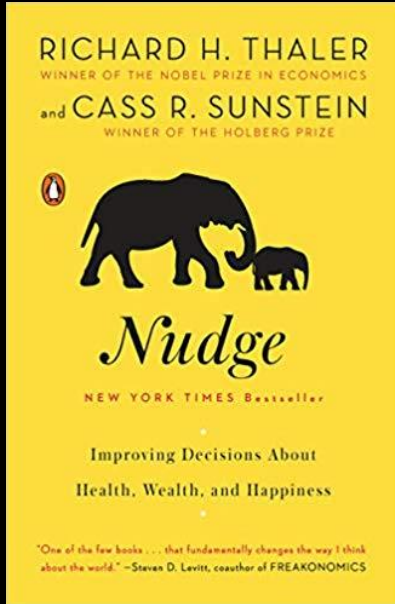


Coached



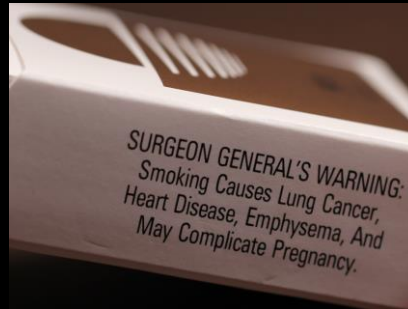
On Demand

# What's a 'Nudge'?



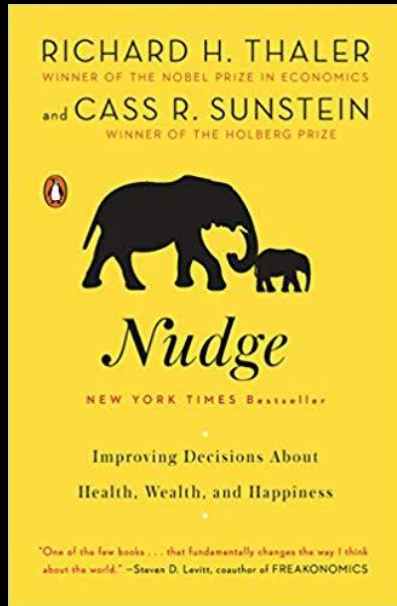
*A nudge is an indirect suggestion or subtle reminder intended to influence people's behavior.*

- Would you like fries with that?
- Opt-out instead of opt-in 401K retirement

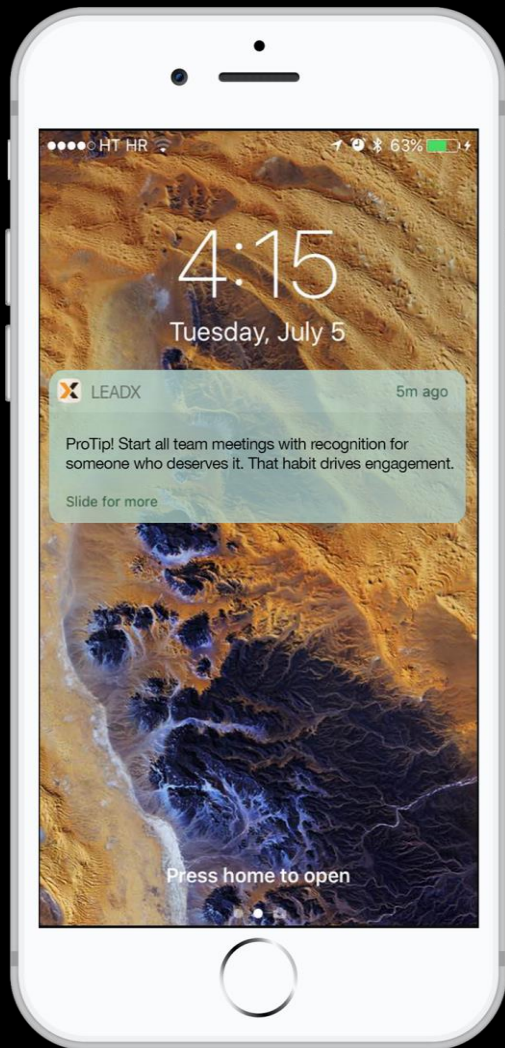




## Nudging or Nagging? (Types of Nudges)



1. Defaults (eg, automatic enrollment 401K)
2. Simplification (“motor voter law”)
3. Social norms (your energy use versus neighbors)
4. Disclosure (share information for action)
5. Precommitment request (what time will you vote?)
6. Reminders



## Nudges & Spacing Effect

Leverages the “**spacing effect**” to drive long-term memory retention, and behavior change over time.

**LEADx**

The More Personal The Better!

Role

Front-Line

MANAGER LEVEL

Personality

DC

DISC

Engagement

4.46

FOCUS:  
Recognition


Competencies


Self: 6.1  
Relationships: 6.3  
In the Business: 6.5  
On the Business: 6.4

Strengths

Achiever, Ideation,  
Belief, Focus,  
Includer

## Personality

 LEADx now  
Hi Kevin, Amanda here...to leverage your A-Blue thinking, look for roles or projects that require a lot of intellect, analysis, and problem-s...


 LEADx 5m ago  
As a risk-taker, you tend to make decisions faster than others. Make sure you are taking enough time to evaluate your options.  
Slide for more


# Hyper-Personalized Nudges

Nudges are **hyper-personalized** based on the “signals” in the Manager Identity of Record.


Sent daily or weekly.


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## Competencies

 MESSAGES now  
**Amanda**  
Gianna, try to build recognition habits into your existing schedule. Perhaps you can start each team meeting with a shoutout to someone who deserves it.

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Don't be satisfied with the first idea. In meetings, drive innovation by asking, "That's a good idea. What are some others?"  
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## Managerial Level

LEADX 1h ago  
Kevin, pick something on your to-do list and give it to a team member. Delegation develops others!

LEADX now  
Kevin, schedule 60-min of "Think Time" on your calendar this week. You need time for strategic thinking, decision making, and reflection.

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## Metrics (90 days of nudging)

### Aggregate

USE CASE

### Leadership Dev

- 4-to-1 daily over weekly
- Usage = 7 - 8x per month
- NPS = +30 to +80
- Engagement Scores ~30%
- Managerial Effectiveness ~9%
- Stress -50%

A person is holding a smartphone in their hand, looking at the screen. The background is a warm, blurred indoor setting with soft lighting. The text is overlaid on the left side of the image in orange boxes.

AI-Nudge Engines = \$2 - \$20 / month

No cost nudging via email...

Who is the sender?

Well crafted subject line

Body content brief

Personalize

What is the best time?





# Strategy

What is the goal?  
(engagement, accountability, coaching)

Who is target audience?  
(All? New managers? Low engagement scores?)

Message cadence?  
(daily, weekly, time of day, how long?)

What channels?  
(Email, txt, Slack, voice mails?)

Who else on the team?  
(IT, legal, HR?)

How will you measure?  
(survey, open rate, behavior change?)

Next steps...



Kevin Kruse

[kevin@leadx.org](mailto:kevin@leadx.org)



[LEADx.org](http://LEADx.org)

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