

# ‘NUDGE’ - TO STAY RELEVANT

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## ABSTRACT

What you want to say and what they are interested in? The answer creates a seamless partnership between Knowledge Worker and the Organisation to achieve sustained growth in a disruptive changing business landscape. To drive the answer to the above question i.e. ‘RELEVANCY’ both for the organisation as well as Knowledge Worker in the industry ecosystem the power of behavioural insights and neuroscience’s *Happy-Hormone* is leverage in this research article. We act as a choice-architect and worked on automated system-intuitive thinking. The tone of this article is prescriptive and the ‘Nudges’ are provided as a treatment for the diagnosed issues of the Organisation, the subject-matter of the present study. The effectiveness of prescribed Nudges tested on treatment and control group by deploying experiment method and results evidence significant effect on the treatment group. In this study, our learning reflections: ‘Pre-commitment is an impactful tool’; ‘Peer support matters’; ‘Craving need to be instigated, to get reminder work’.

**KEYWORDS:** Behavioural Insights, Nudges, Happy-Hormones, Choice Architecture, Knowledge Worker, Relevancy

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## Insights

*Their Challenge Stay relevant!* The answer is unlocking sustained growth. Today's era of user obsessing experience triggers an ever-changing educational landscape, the organisation intends to enhance the value of business education for all its stakeholders to ensure Sustainability, Relevancy, and Viability, which is critical. To enhance value, the Organisation must strengthen its business and teaching model; focal is on their distinctive strength-The Knowledge Worker, their differentiator driver, who is the protagonist of this research article.

The Organisation is on a transformation pathway with enterprise architecture strategy and rigours working on its five capabilities sets i.e. Target disruptive growth, Design for its key stakeholder i.e. Student, Build Engagement, and Scale with broad ecosystem alliances, and Rewire its Knowledge Worker. We design and prescribe interventions based on insights from behavioural science for Knowledge Worker, to embrace a sustained growth mind-set to stay relevant in the industry ecosystem.

Behavioural Insights traces understanding of human behaviour particularly, decision making. We leverage Behavioural Insights as it blends perspective from Psychology, Neuroscience, and Behavioural Economics which, allow us to work with human nature rather against it while designing the intervention to get the desired behaviour<sup>[1]</sup>. Neuroscience based researches help us in gaining more understanding about the nervous system, molecular structure, and resultant behaviour

of human being. The results of neuroscience research explicitly show that complex interplay of hormones and neurotransmitters releases neurochemicals name Dopamine, Oxytocin, Serotonin, and Endorphins which provide human happiness, which is the state of mind<sup>[2]</sup>.

We attempt the strategies to trigger these neurotransmitters through our prescribed interventions to influence Knowledge Workers' behaviour voluntarily.

Behavioural Economist Richard Thaler and Cass Sunstein popularized the concept of Nudging in their best-selling book ‘Nudge’. The authors positioned nudging as something that could appeal to leaders across the political spectrum. They named it ‘Libertarian Paternalism’, which acts as a tool by Government to influence people's choices in directions that will improve their lives. Thaler won the Nobel Prize in economics in 2017 for his work in this field<sup>[3]</sup>.

The initial characterisation of our approach is inspired and influenced by the very successful name ‘GOOGLE’. The distinctive approach to Knowledge Worker management brings ‘GOOGLE’ in the spotlight. It is neither the additional strict rules, nor the very opposite i.e. the *laissez-faire* approach often associated with agile management, TEAL, or Holarctic Organisation<sup>[4]</sup>. To improve efficiency, effectiveness, and motivation, Nudge management can be proved as a core aspect in influencing thinking which in stills agility<sup>[5]</sup>.

As per the dual-process theory of mind humans have two thinking systems. viz. *system 1*- an automated system based on intuitive thinking and *system 2*- a deliberative system based on reflective thinking and logical capacities <sup>[6]</sup>. Nudge management is exploiting intuitive thinking to harness the strength and ability of the automated system. Therefore, we focused on *system 1*- *automated* system to rewire Knowledge Worker.

Nudges introduce where it already exists that means replaces the pre-existing one. Nudges are known as '*soft paternalism*' as they steer people in a certain direction. However, it preserves full freedom of choice <sup>[7]</sup>. Our goal is to Nudge Knowledge Worker to make better choices without coercion or any mandates. Thus, we adopted the choice architecture approach.

As a choice architect for this case, we set a conventional (Offline) setting for our Nudge with both structuring as well as describing the choice task option. We used the following flavours of Nudging as a tool - Pre-Commitment, Ego, Engagement, Emotion, Reward, Recognition, Reminder, Transmitter, Salient. Our approach is inspired by an eight-dimensional Morphological box developed by Dennis Hummel and Alexander Maedche (2019) <sup>[8]</sup>.

### Case in Action:

As the industry 4.0 triggers business model 4.0 obvious is the trigger to the Business education providing sector. With the objective to '*Stand out to stand strong amidst disruption*'. 'Z' Organisation emphasize is to buy –in their deliverable partner i.e. Knowledge Worker on their Vision and shared Goals of Sustainable Growth of the Organisation. The subject matter of the Case is two management institutes 'ZIM' (I) (the treatment group), and 'ZIB' (II) (the control group) under the umbrella Brand, 'Z' (III) which is a salient education society in Pune region. To achieve organisations' objective, top management assigned the task of designing an intervention to the researcher and team with specific issues to be addressed, as follows:

1. Bring dedication on the employee side to help organisation, to deliver its best. With emotional commitment, the employee should in-line with the Organisation's vision.
2. Ensure the efficiency of the employee in terms of task completion on time.
3. Make employee, inclined towards self-development with time management, to ensure effectiveness.

\*Note: (I), (II), and (III) are the hypothetical name given to the organisation

\* The word employee and Knowledge Worker are interchangeably used in this article

Top Management, clearly stated their Meta requirement regarding the nature of the intervention, as follows:

1. Intervention must be based on voluntarily, not mandate; however, it should be effective.
2. Intervention must be deductive in nature and transparent.
3. Intervention must be evidenced-based, to scale up across the organisation.

### Intervention Design Process:

With intense review literature on Behavioural Economics and Neuro-Science, we find Nudging appealing due to its fit –to meta requirement, non-expensive nevertheless pragmatic choice inject feature and act as a Choice Architect while designing and prescribing interventions.

The deep processing that the human brain uses to reach decisions is simply too hard-wired and difficult to alter. So instead of trying to change the way individuals think in a very deep sense, behavioural economics tries to change the decision-making context to promote better outcomes. The traces from the behavioural economics can be deployed to create an environment that nudges Knowledge Worker towards a wiser decision and desirable. That means altering the playing field in favour of people making the right decision it is the practice adopted by Choice architects to design organizational contexts so as to optimize fast thinking and unconscious behaviour of Knowledge Worker in-line with the objectives of the organization.

The concept is in-line with Fogg Behavioural Model. The Fogg Behaviour Model is a model of behaviour design. It has three elements Motivation, Ability, and Prompt, and all these elements must converge at the same moment to occur any behaviour. If any of these elements is missing, then a behavior does not occur. These three elements consist of subcomponents—Core Motivator (Motivation), Simplicity (Ability), and Prompts (Triggers). The Fogg Behaviour Model names three types of Prompts: Facilitator, Signal, and Spark. Those designed to influence behaviour should use the Prompt type that matches their target user's context, which combines Motivation and Ability <sup>[9]</sup>. Our one of the guiding principles is Fogg's behaviour model to bring positive changes and design Nudges. We conducted brainstorming sessions among Knowledge Workers of the organization to explore the reasons of non – completion of the task on time as well as to explore their alignment with organisation's vision. Here mentioned few major reasons of many, like no

automation for a routine task, distraction by emails, colleagues, frequent meetings, unstructured and inefficient workflow, unclear goals, constant accessibility, etc., and based on responses we conclude that Knowledge Worker of the organization lacks prompt and that prompts designed and deployed by the researcher as a 'NUDGES'.

### Underlying Assumption:

*If you want to change behaviour, you have to prompt the behaviour. Without a prompt, someone can be very motivated and have the ability to perform the behaviour, but there's simply no call to action.*

We designed and implemented Nudges to give a 'call to action.' 'In auto-mode, no mandates'. So turn-on this auto mode, we blend our neuroscience knowledge with behavioural economics and designed Nudges on the concept of Drive hormone and Connect hormone, called i.e. Dopamine, Oxytocin, and Endorphins. In addition, these hormones are also called happy hormones and happy Knowledge Workers lead to successful employees as happy hormones, not only keep them happy but they give Focus, Concentration, Optimism, Alertness, Energy, Connections, Engagement, Confidence of elevation towards growth at work<sup>[2]</sup>.

### Research Methodology:

In this research, we adopted the Design Thinking approach<sup>[10]</sup> to study and analyse the Case of the 'Z' Education Society as an umbrella brand for both the treatment group (ZIM) and Control group (ZIB). We used a mixed methodology for this case study research with an intention to provide effective intervention to the 'Z' education society.

At the early phase of the research, to better understand the nature of the problem, figure out the context, uncover relevant issues and variables, Ethnography, a qualitative and exploratory study had been deployed<sup>[11]</sup>. Ethnography enables us to gain an immersive understanding of the people or phenomena of interest while being minimally intrusive or disruptive.

At the intermediate stage of the research, to investigate issues that emerge focused Group Interview method had been deployed. The objective of using this method is to gain insight into perspectives, perceptions, experiences, pain points, and barriers to attain desired behaviour.

At the last stage of the research, to evaluate and validate prescribed Nudges efficiency and effectiveness, Random Controlled Trial (RCT) had been conducted on ZIM (the treatment group) and ZIB (the control group) with 140 Knowledge Workers and predefines Key Performance Indicators. We choose this experimental method of

randomization to assign participants to groups (i.e. treatment and control), in this case, 'ZIM' and 'ZIB' to reduce selection bias and control for external factors to measure and evaluate the effects of the intervention being tested. Intervention (Nudge) needs to be broadly tested to evaluate suitability for application to a large population.

$$\text{Effect of Nudge} = \text{Behavioural KPI of Test Group} - \text{Behavioural KPI of Control group}$$

### NUDGE Prescription:

To prescribe specific Nudge, we positioned designed nudge on Nudge Matrix (@ BVA<sup>[12]</sup>) to get a clear and synthetic view of the prescribed nudge and create a nudge portfolio. The objective is to reduce the risk in the deployment phase and select the best opportunity, based on a trial test result. For this, the Circle Brainstorming tool has been deployed.

In this matrix, on X-axis, associated risk in terms of acceptability both internally and externally, cost, and simplicity plotted.

On Y-axis, possible opportunities associated with Nudge's efficiency plotted. The result of the circle brainstorming tool depicts below matrix:

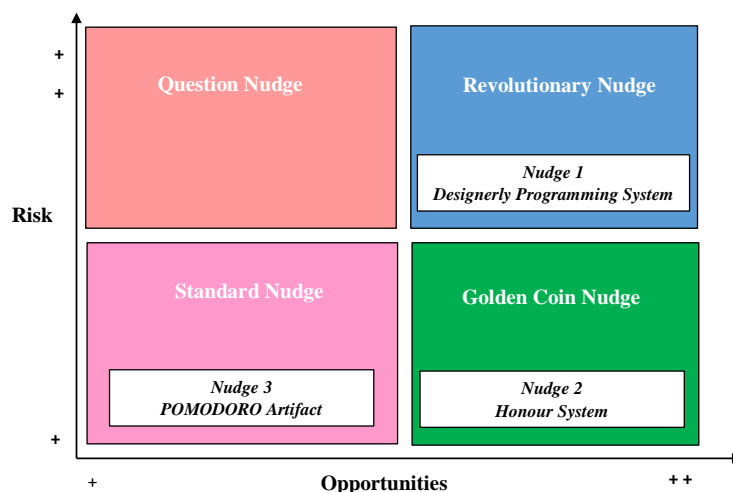


Figure: Nudge evaluation matrix designed by BVA

#### 1. For Desired Behaviour (Nudge 1):

Bring dedication on the employee side to help the Organisation to deliver its best and Knowledge Worker should be in-line with the Organisation's vision.

To overcome the barriers for adopting desired behaviour, we created a program of nudges called

'*Designerly Programming System*' (on the principle of behavioural Economics and Neuro-science based Happy hormones) to make Knowledge Worker immersive and engage with the Organisation's affairs.

This programme has a flavour of Emotion, Engagement, Transmitter, and Disclosure. Research shows that Knowledge Workers are redundant with the Organisation's future plans and more focus on individual paycheques. They expressed the non-accessibility of comprehensible information related to Organisation, is their pain point to be empathetic, so the challenge is to align Knowledge Worker with the Organisation's vision with an objective to bring dedication on employee side to help Organisation to deliver it's best.





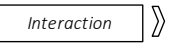
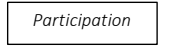
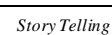
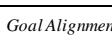
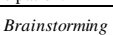
Our Programme, therefore, contained three main efforts:

1. Empathy Generation
2. Team Empowerment
3. Continuous Improvement.

Oxytocin is a cuddle and empathy hormone and neurotransmitter. It is responsible for immersion, interaction, and participation of Knowledge Workers' with the organization's affairs. It tends to seek to buy –in people, which ultimately results in collaboration, team building, participation, and supportive network at the workplace. Oxytocin nurtured inter-personal bonding, provides a feeling of security, being heard, and contentment. The secretion of Oxytocin also reduces stress. Oxytocin has been implicated in a number of crucial aspects of social cognition and emotional bonds and enhance components of empathy <sup>[13]</sup>. We designed our Signature '*Designerly Programming System*' (*Oxytocin based*) as an integral practice of functions of the Organisation. It works on empathy and immersion which secretes Oxytocin and makes employees part of the solution, not the problem.

The *Designerly Programming System* follows the guiding principle of empathy for Organisational affairs. In this system, we used a storyboard, Case Study, design thinking method in an algorithmic framework of Immersion, Interaction, and participation. The intentional drive is to establish a governing structure that ensures goal congruence of Knowledge Workers' and the Organisation.

We codified the '*Designerly Programming System*' as below:

Code			
	The focus on generating empathy within a team towards an organisation. This facilitates the buy-in process by enabling a deep understanding of the issues from other's perspective within their frame of reference	The focus is to give freedom of expression to the employee by fostering autonomy and self – determination with an intent to get varied, diversified perspective and enhance motivation.	The focus is on seeking incremental improvement as this ensures efficiency, with an intention to promote greater resilience.
Algorithm			
	To engage and make employee responsive, captivate them in Organisation's story about the issue as a protagonist by adopting immersion methodology as it is embedded in the human psyche which increases employee involvement in getting a solution for Organisation	To instigate effortless meaningful interactions, bring all team members on the same issues to synthesize and analyse the issues with an intention of getting functional outcomes.	To get the result solutions that are robust, effective, and battle tested. Collaboration across the team is the only way. Encourage employees to become a part of the solution though it's not accurate nearer to perfection is a process of getting participation.
Keys			
	Story-Telling or creating storyboards or developing and discussing a case study on the Organizations' affairs /issues develop a deep understanding and foster empathy.  Immerse and engage Knowledge Workers with the Organisation's issues and encourage them to respond positively.	Goal Alignment is the idea behind the storytelling/ storyboard or case study. Goal Alignments are regular check-ins that bring all stakeholders and teams on one platform to exchange reflections and feedbacks. This allows measuring progress on a regular basis while uncovering and addressing any misalignment that may exist.	Brainstorming is a non-judgmental, unevaluated explosion of ideas, concepts to get varied perspectives on the same issues.  This activity withholds criticisms, elevates Knowledge Workers' creativity, and improve the ideation process and thinking for solutions to the problem.

### The Nudge Efficiency Metric:

The Key Performance Indicator for the Nudge, '*Designerly Programming System*', is the rate of successful execution of assigned projects.

### Evidence Path:

The '*Designerly Programming System*' transforms a 360-degree approach of the Knowledge Worker to get solutions. Knowledge Workers take ownerships and derive actionable solutions.

- The ratio of successful completion of the assigned projects is more in the treatment group compared to the controlled group during the testing period.
- The majority of Knowledge Worker adopted an attitude of '*How might we help...*' rather than '*how this can be done?*' This makes them assertive.
- Diversified thinking involved in these sessions provides innovative workable solutions.



- This creates accountability and encourages the participation of employee
- Collaboration becomes the DNA of the Organization; this contributes to obvious results of attainment of desired behavior.

#### Conclusion:

This Nudge, which is Oxytocin-based – ‘*Designerly Programming System*’ acts as a ‘Bell Icon’ to get Knowledge Worker Participation subscription, with the intent to put them in auto-pilot mode to get the desired outcome.

Researcher Learning: Pre-commitment is an impactful tool.

#### 2. For Desired Behavior (Nudge 2):

Efficiently task completion on time and combat Procrastination:

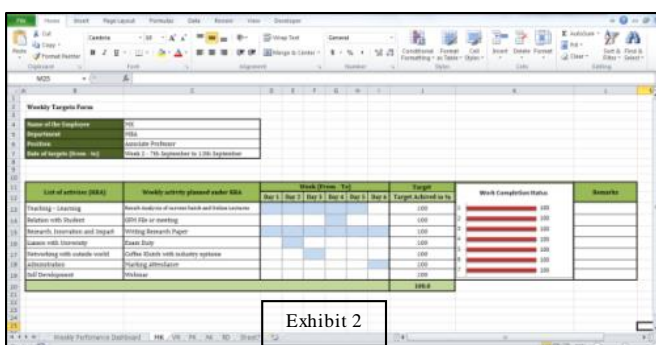
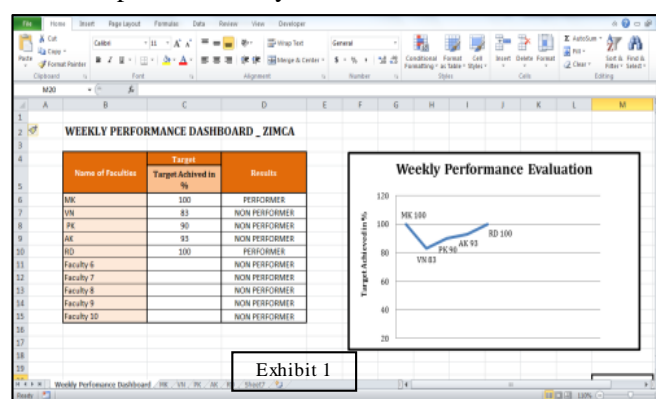
The Research explored that the Knowledge Worker of the Organisation is confused with the concept of busyness and productivity. On average, currently, 60-70% is the task completion ratio, eventually piled-up and the root cause analysis exhibits Procrastination as the real culprit, which is explicit in varied reasons. Research shows that non-clarity on the job, regarding roles and responsibility, unclear expectations from Knowledge Workers’ job, and lack of motivating factors like recognition/rewards leads to procrastination. Therefore, we designed and deployed ‘*Honour*’ - Recognition System, as a trigger for Knowledge Worker to attain desired behavior, ‘Efficiency in task completion on time’. This behavioral Economics, Nudge is based on Neuroscience study of Happy hormones, particularly Dopamine, which is a drive hormone and neurotransmitter. It's an achievement hormone and releases with a reward. Dopamine tends to support goal-seeking behavior. Neuroscience studies said that a constant boost of dopamine keeps employees more alert, focused, assertive, and creative at the workplace<sup>[14]</sup>.

The Prescribed Nudge, ‘*Honour*’ - Recognition System, goal is to keep Knowledge Worker in a positive frame of mind to perform towards the achievement of their goals, which in turn co-related with higher perceived social support due to earned respect and esteem by peers as an acknowledgment for being good at their task and higher socio-economic status. This Nudge – ‘*Honour*’, is a cost-effective, result-oriented, Knowledge Workers’ performance tracking dashboard linked with an appreciation system with the flavour of Pre-Commitment, Ego, Recognition, and Reward.

#### Features of *Honour System*:

- Highlights individual achievements.

- Syncs the Knowledge Workers’ performance a tracking system with reciprocal appreciation and recognition.
- Simplify Sync and automate Organization’s entire employee Performance Appraisal, Rewards, and Recognition system altogether.
- Create a culture of employee engagement and Motivation
- Build a culture of goal-seeking, confidence, autonomy, accountability, and ownership of one’s output.
- Boost self-confidence, alertness, make employee energetic assertive, and focus
- Tweak employees to achieve their yearly targets, which is in-line with their predefined Key Result Area.



We used the Morphological Analysis tool<sup>[15]</sup> to design ‘*Honour*’ - with fit to purpose intent as follows:

Figure 2: Morphological Analysis to design ‘*HONOUR*’ System

Sub Functions	Means						
Clarity of job to be done	Individual Knowledge Worker profile	Job Description of respective Knowledge Worker	Defined Roles & Responsibilities as per Job Description	Communicate to respective Knowledge Worker explicitly			Exhibit 3
Clarity on expectation	Mutually approved task with KPI registered	Fragment yearly goals into small goals as per Work Breakdown Structure system	Track task performance weekly	Gantt chart of weekly goals	The plot on Progression Chart		
Report Display	Dashboard	Results display to direct reporting authority and highest authority	In-Display: - Achievement ratio - Performance Graph	Recognition as ‘Star Performer’	Star Performer get recognition mail from highest authority on his/her official mail	Informative mail of weekly ‘Star Performer’ communicate across the entire Organisation	Dopamine releases & keep motivated

The Nudge Efficiency Metric:

The Key Performance Indicator for the Nudge, 'Honour', is the given task completion rate.

Evidence Path:

After deployment of the 'Honour' System following are the outcomes.

- On an average task completion rate has increased by 27 percent.
- Group norm's positive impact on an average 79 percent Knowledge Worker.
- 86 percent of Knowledge Workers' shows high morale and engagement.
- All respondents (reporting authority) found that this system curtails their work of supervision up to a great extent as employee performance becomes automated mode.

Conclusion:

'Honour' is much more than a Nudge, it is a Recognition System, Performance Tracking Dashboard, Cause of Dopamine release. It generates constructive competition, by tweaking other Knowledge Worker, who failed to complete their task on stipulated time to put effort for completion of their task on time and also makes them effective and efficient in achieving subsequent milestones, which eventually attains the Organisation's desired goal.

Researcher Learning: Peer Support Matters.

### 3. For Desired Behaviour (Nudge 3):

Self-directed upskilling to sustain and relevant in the ecosystem. Knowledge Worker needs to recalibrate them with skill updating techniques. Research exhibits that Organization's Knowledge Worker is incognizant of 'Relevancy' with ecosystem concept in the context of meta-skill requirement and excuse it with the name of 'No Time', which is very ubiquitous in nature. Therefore, to provide control of their time, we designed a socio-techno artifact based on Happy Hormone Endorphins. Endorphin is a pain-relief and stress release hormone and neurotransmitter. According to neuroscience studies, this neurotransmitter also responsible for the feel-good feeling which helps the employee to perform well and boost their productivity<sup>[16]</sup>.

We conceptualise, designed, and embodied the socio-techno artifact as a Nudge by deploying nine design principles, keeping in mind the desired outcome. This Nudge is consisting of a reminder and salient flavour.

We designed this socio –techno artifact<sup>[Exhibit 4]</sup> with



a collection of nudges that were tested on the

treatment group over a period of six months. This included:

- Signage of 'Pomodoro' timer to maintain focus and encouraging Knowledge Worker to finish a task in hand and self-reward for that.
- The technique of prioritising tasks to have a pre-planned day, which leads to starting a day in no time.
- Reminder for deadlines to avoid the hassle of the last moment.
- Prompting Knowledge Worker to make the addition in their skill catalogue, to create a sustainable, effective career with honed skills.

The Nudge Efficiency Metric:

The number of certified skills on the credit of individual Knowledge Worker.

Evidence Path:

Over the period of six months (test period), the treatment group responded excellently, evidenced completion of, on an average ten certified skills courses.

Conclusion:

This Nudge embodied in the socio-techno artifact put positive reinforcement on Knowledge Worker and depicts the adoption of 'do it now' attitude, which reflects from the results of the experiment.

Researcher Learning: Craving needs to be instigated, to get reminder work.

## Contribution to the existing knowledge:

In this article, we present the Nudge Design Canvas as a tool to refer to while designing Nudge to get the desired behaviour. This Canvas comprises nine blocks with tweaking questions and answer to these questions leads to Nudge. Below is a glance at the Nudge Design Canvas.

**NUDGE DESIGN CANVAS**

Context	Explore User	Nudge Description	Measuring Metrics	Scale - Up / Redesign
<ul style="list-style-type: none"> <li>What is the organizational context?</li> <li>What are the organizational goals?</li> <li>What specific goals are to be achieved?</li> <li>Who are your partners of Nudge initiative (all stakeholders)?</li> </ul>	<ul style="list-style-type: none"> <li>What is the category of the User? (Pick at least one)</li> <li>Who already have the desired behavior?</li> <li>Who stick to the current behavior?</li> <li>Who try to adopt the desired behavior, but fails?</li> <li>What human might influence User's behavior?</li> <li>What user does uncover and understand user journey map? (Have user journey map with the help of ethnography?)</li> </ul>	<ul style="list-style-type: none"> <li>What is correct behavior and desired behavior of the user in the organizational context?</li> <li>What are the barriers / Pain Point, that prevents user's from adopting desired behavior?</li> <li>What are the triggers that would encourage the user to adopt the desired behavior?</li> <li>What are the specific drivers of influence? (Barriers of Nudge to the purpose)</li> <li>How to measure the level of risk associated with doing Nudge in terms of acceptability, cost, and complexity?</li> <li>How to measure the level of performance in terms of Nudge's efficiency?</li> <li>Which Nudge will be plotted on 'Nudge Evaluation Matrix'?</li> <li>What Nudge is prescribed?</li> </ul>	<ul style="list-style-type: none"> <li>What are the KPIs (Key Performance Indicators) / Metrics to evaluate Nudge efficiency? (At least one KPI per Nudge and keep the measurability in mind)</li> </ul>	<ul style="list-style-type: none"> <li>What implementation steps designed to make up tested and evaluated Nudge?</li> <li>How redesign Nudge to fit the purpose?</li> </ul>
<b>Cost Structure</b> <ul style="list-style-type: none"> <li>What are the important costs you make to create &amp; deliver your Nudge?</li> <li>What is your cost benefit analysis?</li> </ul>	<b>Evidence Path</b> <ul style="list-style-type: none"> <li>How to test Nudge efficiency against KPI in chosen test field? (Qualitative and quantitative lab study / field study)</li> <li>What are the Nudge efficiency evaluation results?</li> </ul>			
<b>Advocate</b> <ul style="list-style-type: none"> <li>Who are the best advocate and advisors (those involved in both measurement and communication i.e. all stakeholders)?</li> <li>How to engage all those who involved and communicate on experimentation results?</li> </ul>				

Exhibit 5

## Policy Implications:

Our article suggests that Organisation and policymakers should design and deploy varied nudges on specific Meta-requirements with a specific flavor, which fits the purpose and evaluate on risk-opportunity analysis to meet their objective and desirable outcomes. These are small, non-expensive, and positive reinforcement to design desirable behavior.

## Scope for further research:

The behavioural economics discipline is having tremendous potential in designing preferable behaviour if integrates with motivational theories. By deploying this blended approach one can design 'N' number of Nudges for good. This Nudges can deal with so many human potential issues in an organization like Employee Engagement, Employee Retention, Employee Performance, Psychological contract, etc.

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##### Biosketch:

Dr. Indu Sharma is an Educationist, Organizational Development Catalyst, Design Thinker and Seasoned HR Professional with 18+ years of expertise and rich experience in strategic HR and OD interventions. She is the proven leader at a position of Director of Management Institute and Dean Strategic Management and planning of Zeal Education Society. Her understanding of organizational dynamics and systematic approach helps her to contribute significantly to the effectiveness of the organization. She prescribed the strategy which helps the organization enhance their performance and become efficient in leveraging human capital through her expertise in HR Domain.

Her Credits: Certified in Change Management and Leadership from IIT Kharagpur, Certified in Neuro-linguistic programming from IIT Roorkee, Certified in Personality Development from IIT Kanpur, Certified in Design Thinking from IIT Madras. Certified in Advanced Design Thinking from HEC Paris. Certified in Organizational design and management from HEC Paris.

##### Co- Author:

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##### Biosketch:

I have total 7+ years of experience covering Strategic Human Resource Management Practices, Management Teaching and working in Industry in Business Excellence Cell. I have completed my Engineering in E&TC and Management in HR, Operation and International Business and Certified in Organizational design and management from HEC Paris. Expertise in Process Analysis, Benchmarking, Market Analysis, Capturing VOC, Performance Analysis, Competitiveness Analysis and knowledge of various quality tools like ISO 9001:2008, Tata Business Excellence Model (TBEM). I have contributed in Policy designing, creating performance-driven, target-oriented cultures, piloting competency-driven strategic HR interventions in earlier as well as current organisation.

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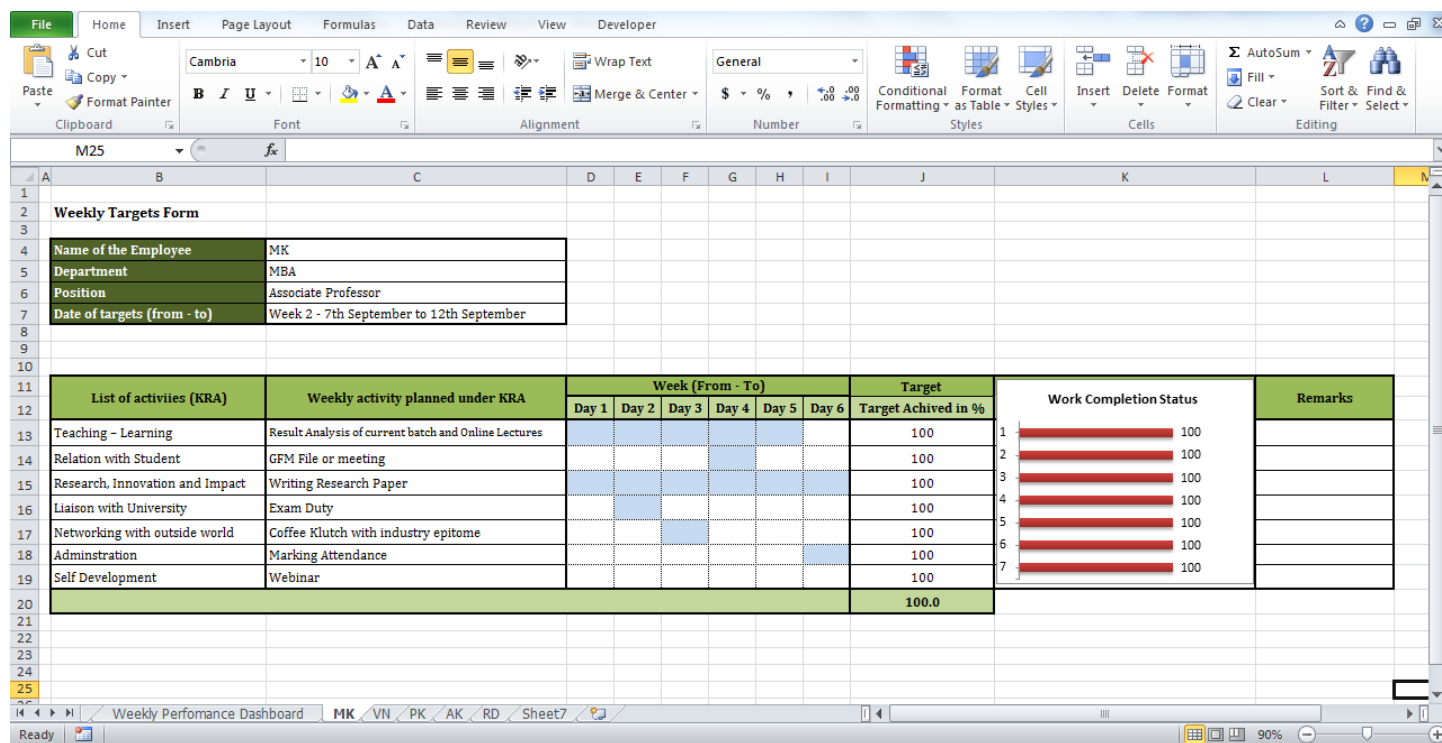
##### Declaration of Conflicting Interests

The authors declared no potential conflicts of interest with respect to the research, authorship and/or publication of this article.

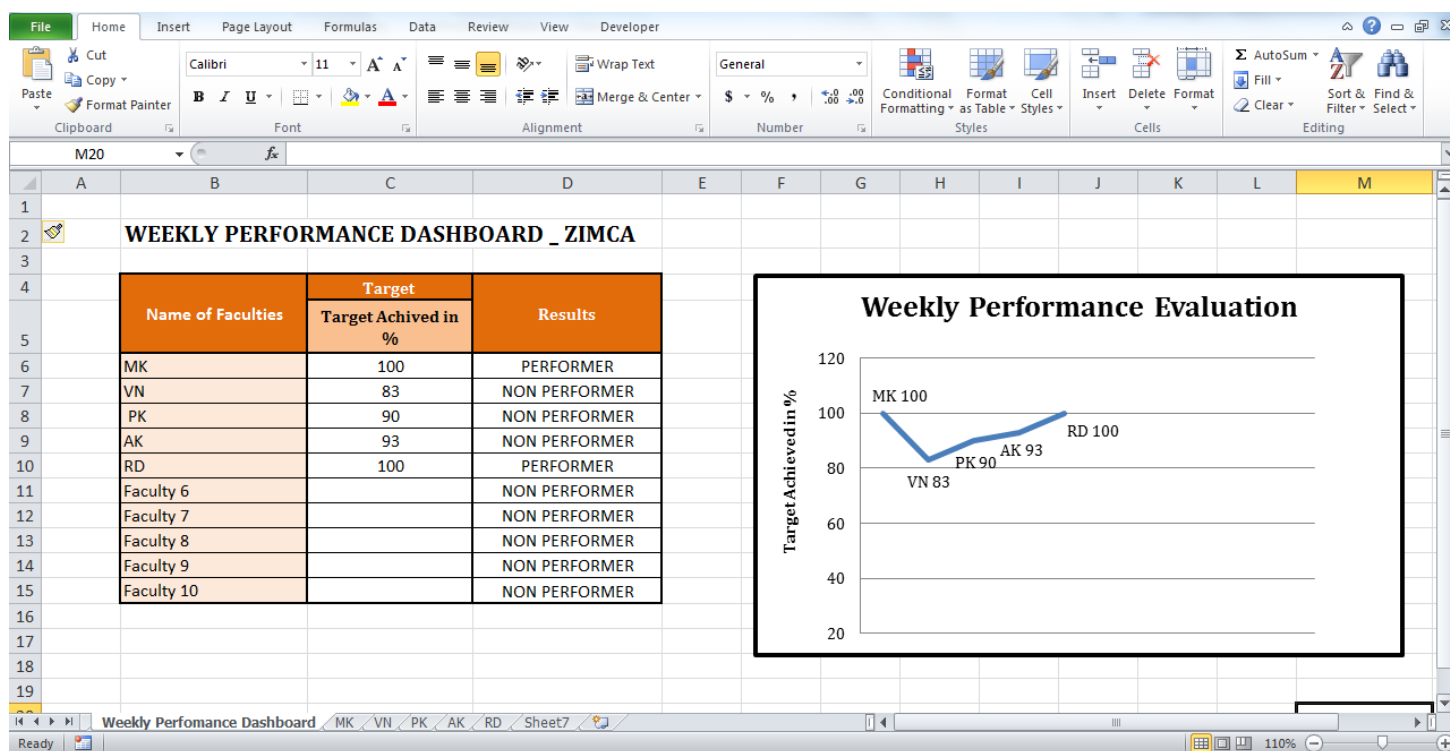


## Annexures

## Exhibits 1



## Exhibits 2



## Exhibits 3

Figure 2: Morphological Analysis to design 'HONOUR' System

Sub Functions	Means						
Clarity of job to be done	Individual Knowledge Worker profile	Job Description of respective Knowledge Worker	Defined Roles & Responsibilities as per Job Description	Communicate to respective Knowledge Worker explicitly			
Clarity on expectation	Mutually approved task with KPI registered	Fragment yearly goals into small goals as per Work Breakdown Structure system	Track task performance weekly	Gantt chart of weekly goals	The plot on Progression Chart		
Report Display	Dashboard	Results display to direct reporting authority and highest authority	In-Display: - Achievement ratio - Performance Graph	Recognition as 'Star Performer'	Star Performer get recognition mail from highest authority on his/her official mail	Informative mail of weekly 'Star Performer' communicate across the entire Organisation	Dopamine releases & keep motivated

## Exhibit 4

***DO IT NOW...***



***Give treat to yourself !!!***

- 1. Before log off for the day, Jot down yours 'only 6' priority task for tomorrow.*
- 2. Records your weekly learned skill in your skill catalogue.*
- 3. Meeting deadline is not my expectation despite beating the deadlines is my expectation - Your Boss*

Exhibit 5

## NUDGE DESIGN CANVAS

Context	Explore User	Nudge Prescription	Measuring Metrics	Scale – Up / Redesign
<ul style="list-style-type: none"> <li>What is Organizational Context?</li> <li>What are the organizational goals?</li> <li>What specific goals are to be achieved?</li> <li>Who are your partners of Nudge initiative (<i>all stakeholders</i>)</li> </ul>	<ul style="list-style-type: none"> <li>What is the category of the User? (Tick accordingly)               <ul style="list-style-type: none"> <li>Who already have the desired behavior</li> <li>Who stick to the current behavior</li> <li>Who try to adopt the desired behavior, but fails</li> </ul> </li> <li>What heuristic might influence User's choices</li> <li>What user does uncover and understand user journey map? (<i>Draw user journey map with the help of ethnography</i>)</li> </ul>	<ul style="list-style-type: none"> <li>What is current behavior and desired behavior of the user in the Organizational context?</li> <li>What are the barriers / Pain Points that prevents user's from adapting desired behavior?</li> <li>What are the triggers that would encourage the user to adopt the desired behavior?</li> <li>What are the specific drivers of influence / Flavor of Nudge to fit the purpose</li> <li>How to measure the level of risk associated with chosen Nudge in terms of acceptability, cost, and simplicity</li> <li>How to measure the level opportunities in terms of Nudge's efficiency?</li> <li>Which Quadrant Nudge will be plotted on 'Nudge Evaluation Matrix'?</li> <li>What Nudge is prescribed?</li> </ul>	<ul style="list-style-type: none"> <li>What are the KPIs (Key Performance Indicators) / Metrics to evaluate Nudge efficiency (<i>At least one KPI per Nudge and Keep the feasibility in mind</i>)</li> </ul>	<ul style="list-style-type: none"> <li>What implementation steps designed to scale-up tried-tested-evaluated Nudge? <i>If Not</i></li> <li>How redesign Nudge to fit the purpose?</li> </ul>
<b>Cost Structure</b> <ul style="list-style-type: none"> <li>What are the important costs you make to create &amp; delivery your Nudge?</li> <li>What is your cost benefit analysis</li> </ul>	<b>Advocate</b> <ul style="list-style-type: none"> <li>Who are the best advocates and advisors (those involved in both measurement and communication i.e. all stakeholders)?</li> <li>How to engage all those who involved and communicate on experimentation result?</li> </ul>	<b>Evidence Path</b> <ul style="list-style-type: none"> <li>How to test Nudge efficiency against KPI on chosen test field? (<i>qualitative lab study/ quantitative lab study / field study</i>)</li> <li>What are the nudge efficiency evaluation results?</li> </ul>		



