

# How Can Leaders in Organizations Use Behavioural Science to Communicate and Support Their Teams Effectively?



# About BEAR & myself

- From Policy Analyst to BE Practitioner
- From Academia to Industry
- From working with many organizations to working within an organization
- From applying BE in various areas to financial decision-making



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## Behavioural Economics in Action at Rotman (BEAR)

Our research centre conducts academic and field research, helps our partners accomplish behaviour change through better touchpoints and interventions, and encourages a culture of experimentation and data collection to design empirically informed business practices and evidence based policies.



### Behavioural Insights

BEAR conducts leading edge academic research in the field of behavioural economics that helps organizations better understand how real people act and in turn, design better products, services, and programs for them.

- » HOW-TO GUIDES
- » MULTIMEDIA
- » TEACHING & TRAINING



### Our Research

BEAR's core faculty and associated researchers offer a unique behavioural lens on relevant challenges faced by organizations.

- » JOURNAL PUBLICATIONS
- » WHITE PAPERS & REPORTS
- » STUDENT PROJECTS



### Events

We host events throughout the year at the Rotman School of Management to engage students and professionals with the latest scoop on behavioural economics.

- » UPCOMING EVENTS
- » PAST EVENTS

## Government



## Quasi-Government



## Think Tanks / NFPs



## For Profit



# Context of the work



**Healthy internal communication is key to employee productivity and collaboration**



**Remote/Hybrid work environment presents a new set of communication challenges**



**Technology advancements can help solve or worsen some of these problems**

## **Common communication barriers within an organization:**

- 1) Lack of clarity and precision
- 2) Inconsistent communication channels and tools
- 3) Information overload
- 4) Communication silos

# Example Work – An interactive playbook

Click on icons or items in the pink dashed lines to learn more.

		Challenges					
		Communication			Support		
		Perception Asymmetry	One Way Communication	Information Sharing	Training	Resources	
Behavioural Frictions	Individual Level	Incivility	●●	●		●●	
		Productivity	●	●●	●●●	●●	●●●
		Stress	●●	●	●●		●●
		Procrastination		●	●●		●●
		Info Hoarding	●●	●●●	●●●	●●	
		Response Time		●	●●		●
		Training Uptake	●		●●	●●●	
		Resource Usage		●●●	●	●●	●●
	Management Level	Relationships	●●●	●●●		●	
		Trust in Leaders	●●	●●	●		
		Change Adoption	●	●●	●●		●
		Alignment	●●●	●●●	●		●
		Feedback	●	●●	●		
	Org Structure & Culture Level	Morale	●●	●●	●		●
		Burnout	●●		●●	●●	
Turnover		●	●●	●●	●		
Self-Efficacy		●●	●●	●●	●●		
Citizenship		●●	●			●●	

*Sometimes I receive long email chains from my manager without context or subject lines. I have no idea why I, along with many other colleagues, were copied on the email.*

*It's so hard to find any information you are looking for (e.g., an org chart). We have Teams, emails, in-person meetings, text messages, local drives, and SharePoint etc.. A lot of times I was searching the info in the wrong places.*

*I feel our feedback and suggestions for upper management are not being heeded, either due to inaction on the problem or insufficient explanations for why the feedback was not implemented.*

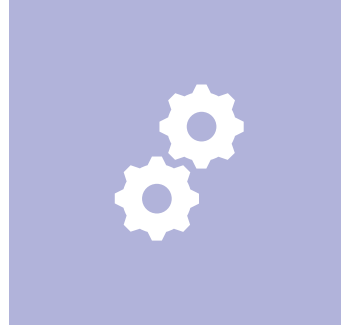
*You can only talk to one level up, not two levels up. My department's view is very narrow; it feels like I'm in a box. If I stay in a box, the information I receive is being filtered.*

# Tangible Tips



## Use clear and actionable language

- What actions do you need others to take
- Set up deadlines and expectations
- Clarify roles, responsibilities



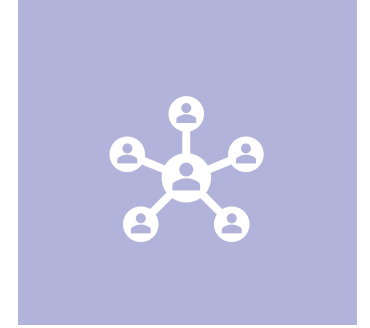
## Default communication channel

- Set the default communication channel
- Pick an appropriate delivery method based on your purpose, audience, and context of your message



## Centralized info repository

- Prioritize and categorize information based on relevance and urgency
- Update and archive resources and files regularly



## Encourage feedback and engagement

- Host regular coffee chat sessions or pulse meetings for knowledge-sharing
- Skip-level meetings

# Contact Information / Where to learn more

- **Acknowledgements:**

The BEAR team: Grace Lou, Sunny Xiang, Tony Kuang, Anirudh Ram Mohanram, Kayln Kwan, Dilip Soman, and Sonia Kang

- **The full report is available on BEAR's website:**

<https://indd.adobe.com/view/5d063c4a-0775-45f6-8894-9452da3c21d6>

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