



Effective Strategies – Equitable Systems – Strong Communities

*Resources can be found on  
the last page of the  
presentation.*

# Leveraging Behavior Change Theories to Implement Diversity Equity and Inclusion (DEI) Initiatives

C. Lynn Liao, Ph.D

Managing Associate, Community Science



# Today's Takeaways

1. What is the COM-B Model and Theoretical Domains Framework?
2. How to use the COM-B to identify barriers and facilitators for the implementation of your DEI plan

# Agenda

Introductions

Implementation Practice

COM-B Model and TDF

Identifying Barriers & Facilitators

Case Example

Q&A



# Welcome Meet Community Science

Effective Strategies. Equitable Systems. Strong Communities.

Community Science is an award-winning research and development organization that works with governments, foundations, and non-profit organizations on solutions to social problems through community and other systems changes fostering learning and improved capacity for social change.



Your Host & Practitioner:  
Lynn Liao  
Managing Associate  
Community Science





What was/is the uptake of the DEI efforts at your organization?

Did implementation go as you had planned?



# Primer on Implementation



# Implementation Practice

## **Implementation practice<sup>1</sup>:**

- Using strategies to change people's behavior and the environment in which they are working
- Informed by implementation science

# The “WHAT”

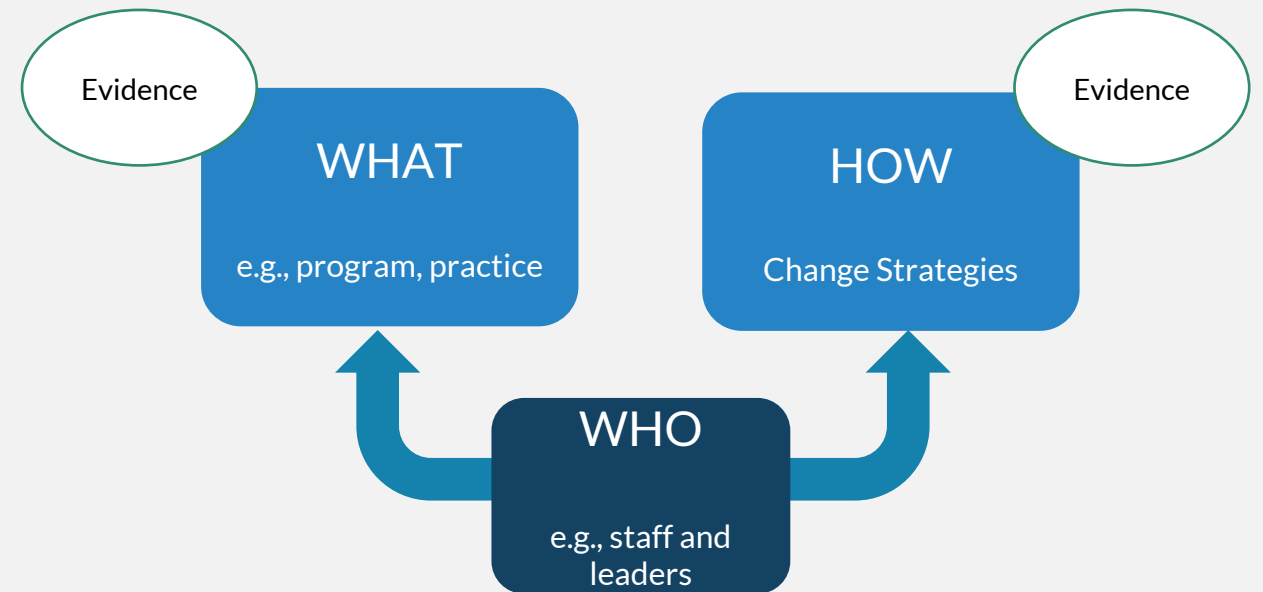
- **WHAT** refers to the thing that you want people to engage in, adopt, use or to do differently so that you can achieve your goal
- The **WHAT** may be very complex and not just consist of a simple intervention.
- It is important to be clear about your **WHAT** so you can select the right strategies to overcome barriers to change.





# The “HOW”

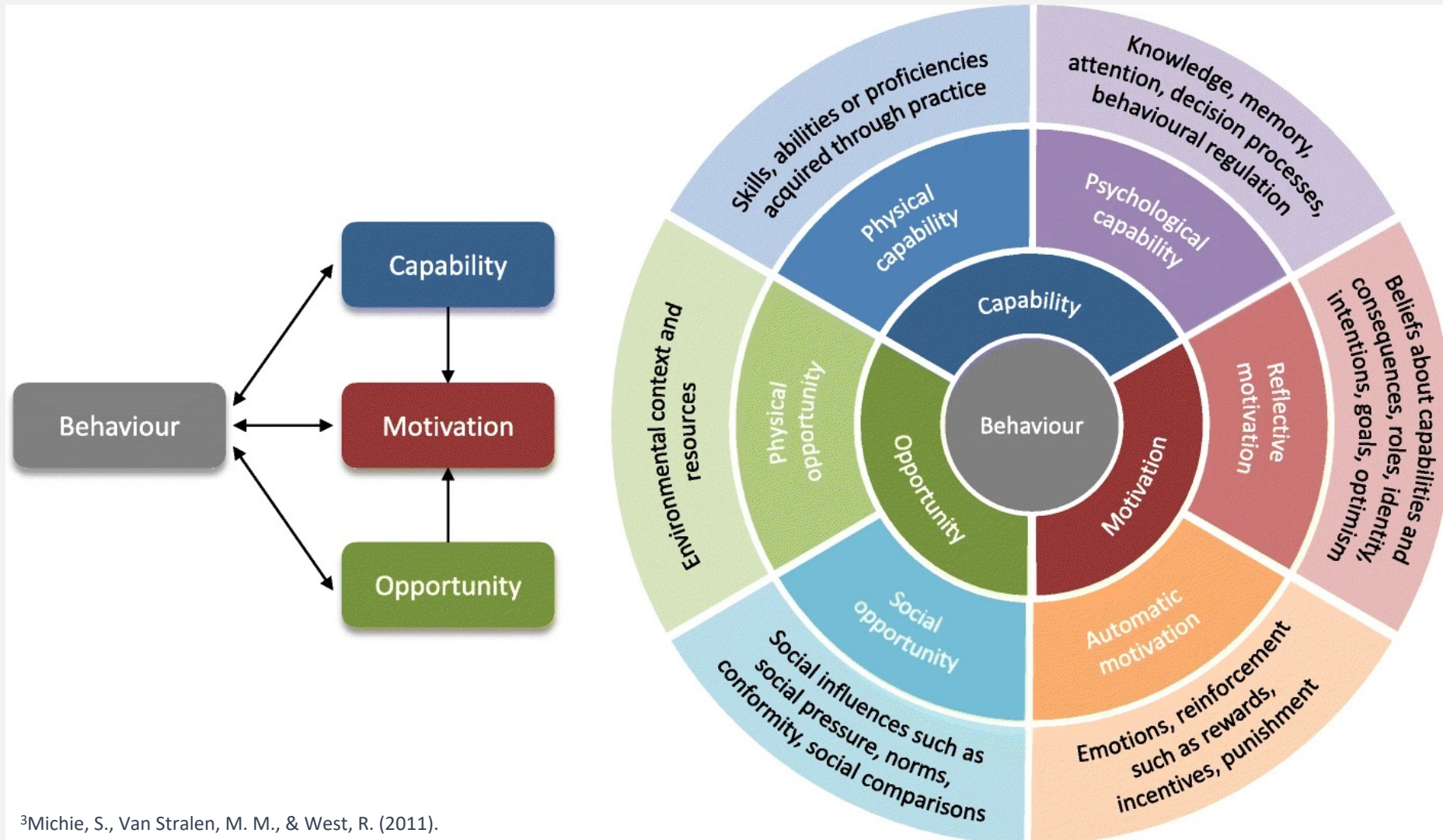
- **HOW** refers to change strategies (sometimes called integration or implementation strategies).
- These strategies are meant to facilitate the change that you want people to make.
- Strategy should be selected based on the barriers that might be hindering individuals from doing the **WHAT**.



# COM-B and Theoretical Domains Framework

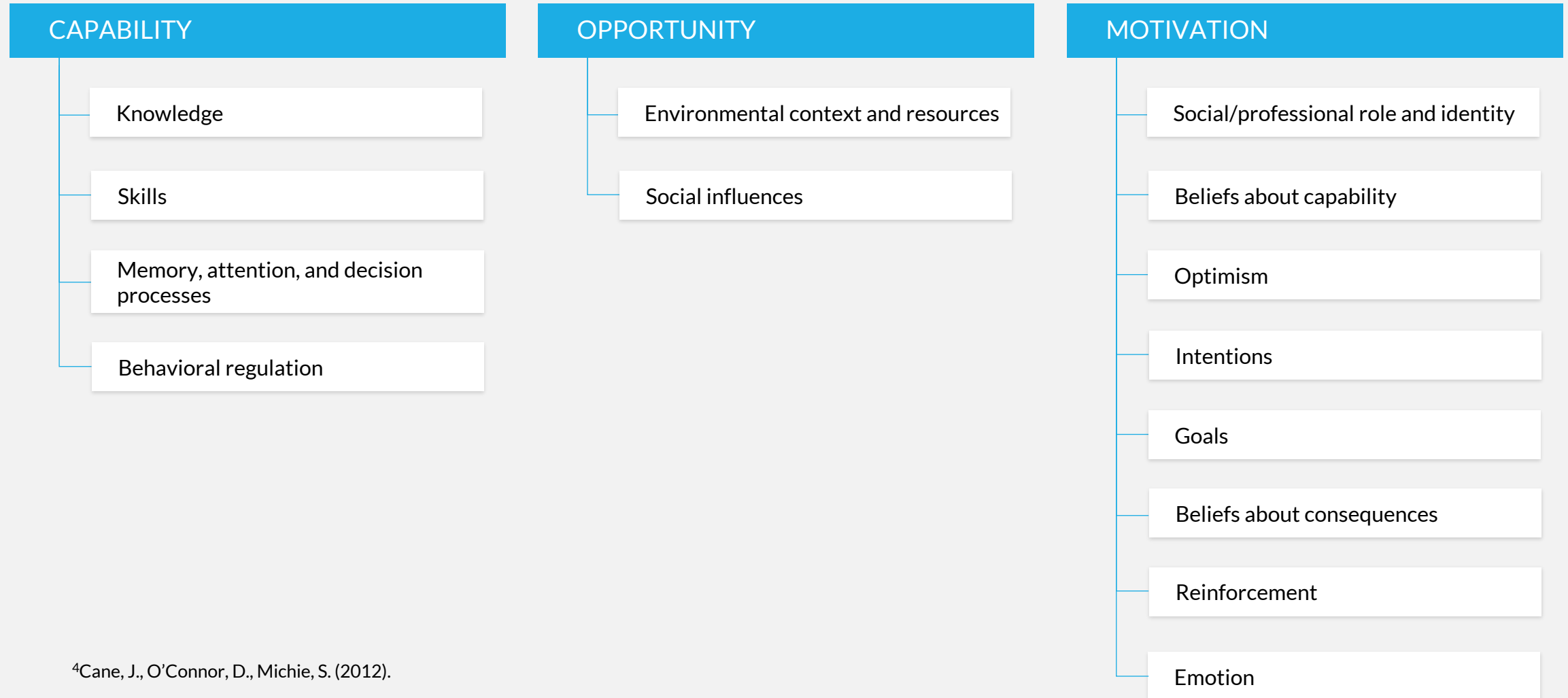


# COM-B





# Theoretical Domains Framework



<sup>4</sup>Cane, J., O'Connor, D., Michie, S. (2012).

# Examples of Domains

## Knowledge

- An awareness of the existence of something
- Includes knowledge of the condition/scientific rationale
- Procedural knowledge
- Knowledge of task environment

## Beliefs About Consequences

- Acceptance of the trust, reality, or validity about outcomes of a behavior in a given situation
- Outcome expectancies
- Anticipated regret
- Appraisal/evaluation/review
- Consequents

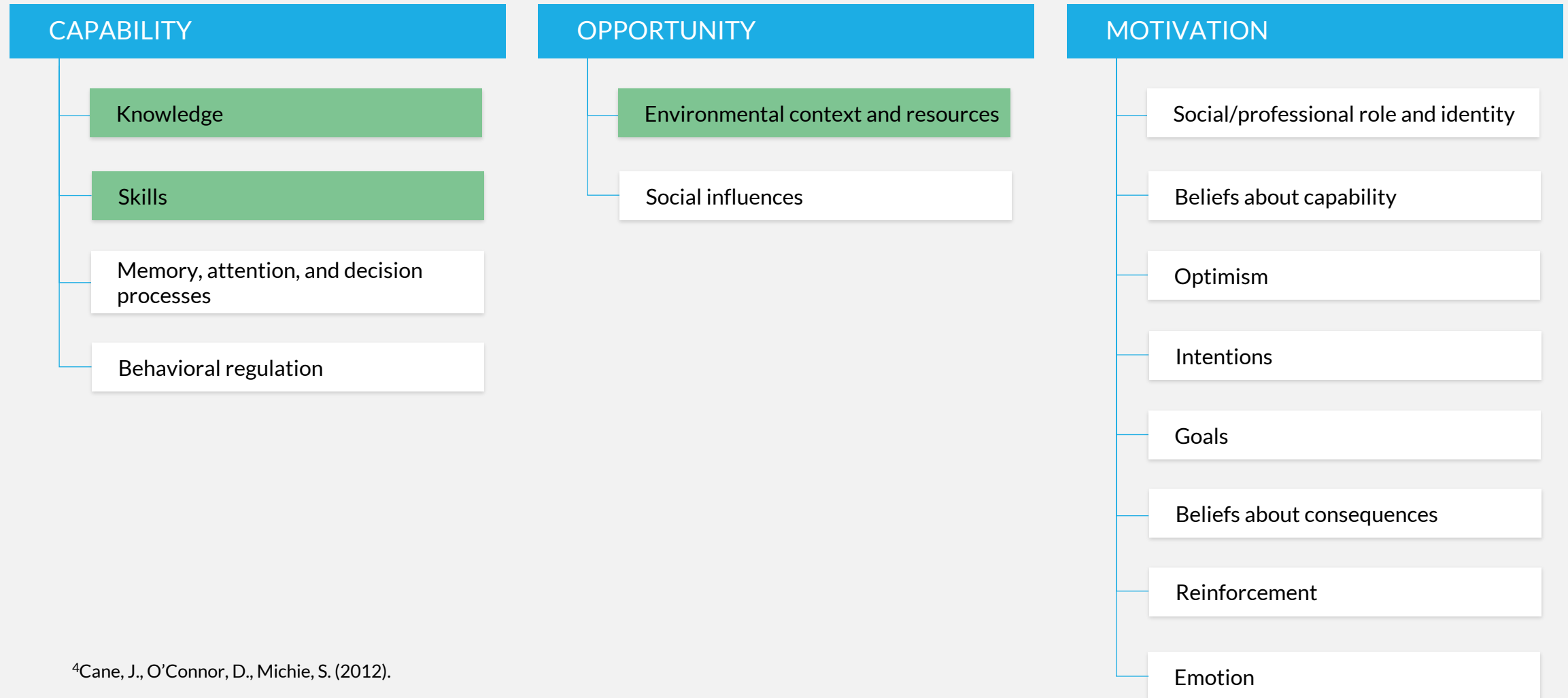
## Memory, Attention, & Decision Processes

- Ability to retain information, focus selectively on aspects of the environment and choose between two or more alternatives
- Memory
- Attention, attention control
- Decision making
- Cognitive overload/tiredness

## Social/Professional Role & Identity

- A coherent set of behaviors and displayed personal qualities of an individual in a social or work setting
- Professional and/or social Identity
- Professional boundaries/role
- Group identity

# Why use the COM-B for DEI initiatives?



<sup>4</sup>Cane, J., O'Connor, D., Michie, S. (2012).



# Identifying Barriers and Facilitators

- **Multiple perspectives and methods**
  - Users, staff, management, etc.
  - Interviews, focus groups, surveys, observations
- **Few months to a couple of years**



# A Case Example





# Firm X

- Small (~ 60 people)
- No previous DEI strategy or initiatives
- Predominantly White
- Primary business is in social and health policy
- Goal:
  - To start doing their work with a social equity lens, with a focus on racial equity



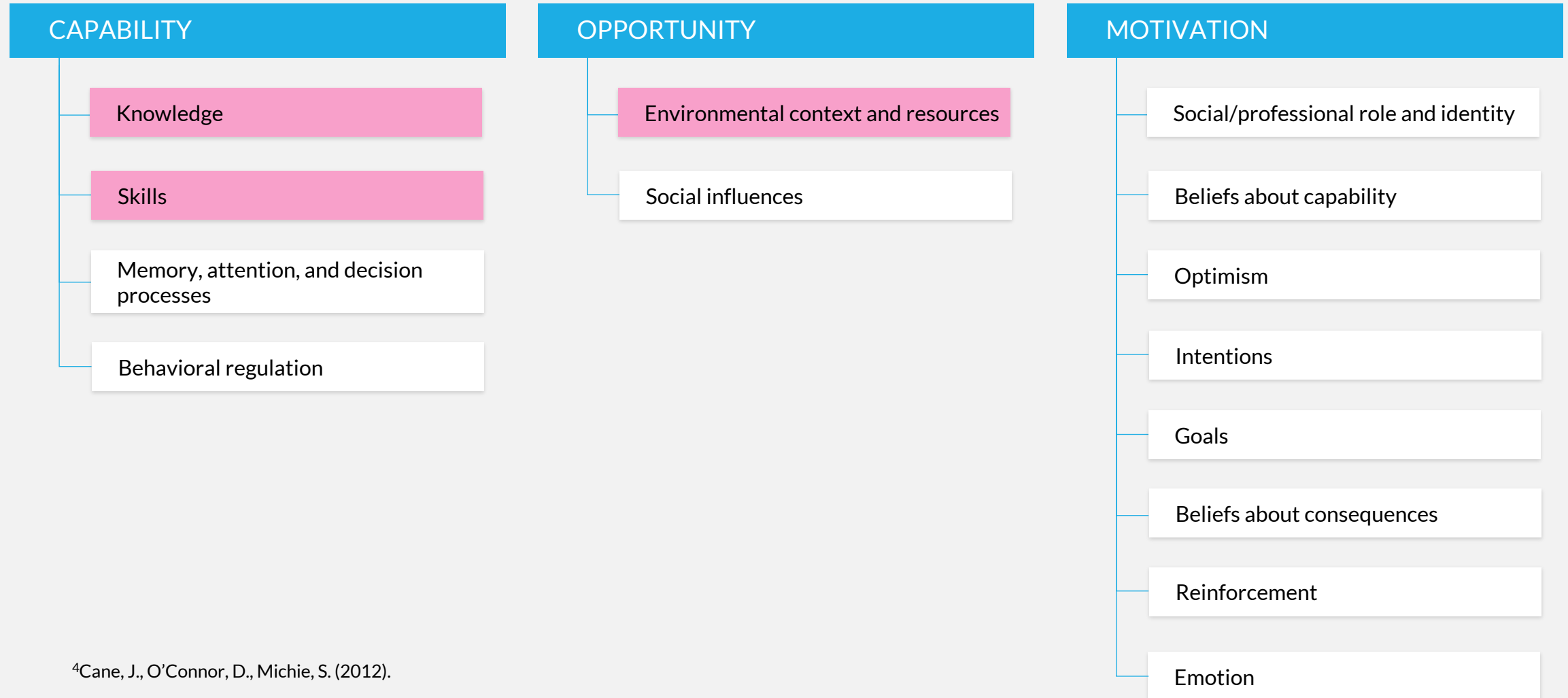




# Barriers

- Time constraints
- Scope and budget of projects
- Lack of knowledge and awareness
- Lack of ability/skill to do the work differently

# Barriers



<sup>4</sup>Cane, J., O'Connor, D., Michie, S. (2012).

# Strategies to Overcome Barriers

## Time/Budget/Scope Constraints

### Building in dedicated time

- Convince leadership to allot dedicated time for DEI learning and skill building
- Everyone got minimum 4 hours a month to dedicate to this work
- Identified strategic timepoints to create the space for an equity lens – proposal stage, project kick-off, engagement opportunities, and project debriefs

## Knowledge/Awareness

### Offering flexible learning opportunities

- On-going; people could voluntarily opt in when their schedules allowed
- People could also choose to use their 4 hours to do something not offered through the company

## Skills/Ability

### Practicing difficult conversations

- Developed tools to facilitate conversation and decision-making
- How and when to challenge clients
- Provided realistic scenarios based on past experiences



# Facilitators

- Highly cohesive team – social influence would be a motivator
- Strong social purpose identity
- Many employees and leaders joined the company because of opportunity to influence social policy



# Facilitators



<sup>4</sup>Cane, J., O'Connor, D., Michie, S. (2012).

# Strategies to Leverage Facilitators

## Social Influence

### Role modeling

- Leaders at the firm were expected to attend these learning opportunities
- Other highly influential staff were encouraged to take on lead roles in different initiatives
- Leaders discussed their own journey and reflections at team meetings, team retreats, via emails

## Organizational Identity

### Make explicit alignment in values and mission

- Integrate into values and mission
- Include equity statement in proposals

## Professional Identity

### Offered different opportunities for people to contribute

- Committee that put forth recommendations
- Help organize guest speakers or lead learning circles
- Development of tools



Q & A

Community  
Science

Effective Strategies  
Equitable Systems  
Strong Communities





THANK YOU

# References

1. National Cancer Institute, National Institutes of Health. Implementation science: About IS. (2015). Available from: <https://cancercontrol.cancer.gov/IS/html>
2. The Center for Implementation (<https://thecenterforimplementation.com/>)
3. Michie, S., Van Stralen, M. M., & West, R. (2011). The behaviour change wheel: A new method for characterising and designing behaviour change interventions. *Implementation Science*, 6(1). <https://doi.org/10.1186/1748-5908-6-42>
4. Cane J, O'Connor D, Michie S. (2012). Validation of the theoretical domains framework for use in behaviour change and implementation research. *Implement Science*, 7(37). doi:10.1186/1748-5908-7-37
5. Atkins, L., Francis, J., Islam, R., O'Connor, D., Patey, A., Ivers, N., Foy, R., Duncan, E., Colquhoun, H., Grimshaw, J.M., Lawton, R., & Michi, S. (2017). A guide to using the Theoretical Domains Framework of behaviour change to investigate implementation problems. *Implementation Science*, 12(77), doi:10.1186/s13012-017-0605-9

# Resources

## Courses:

[The Center for Implementation](#) has great courses for implementation practitioners:

[StrategEase: The HOW of Creating Sustainable Change](#) provides you with a **step-by-step roadmap** for supporting people to change, so that you can achieve the outcomes and impact you're aiming for. You will systematically understand **barriers and facilitators to change** and how to select **effective strategies** to address them.

[Cultivating Trust and Navigating Power](#) will dig deep into what power and trust truly are, show you how to assess your individual and inter-organizational relationships, and give you tangible actions to foster trust and navigate power, creating a more solid foundation for your change efforts.

## Articles:

[Michie, S., van Stralen, M.M., & West, R. \(2011\). The behaviour change wheel: A new method for characterising and designing behaviour change interventions. Implementation Science, 6\(42\).](#)

[Atkins, L., Francis, J., Islam, R., O'Connor, D., Patey, A., Ivers, N., Foy, R., Duncan, E.M., Colquhoun, H., Grimshaw, J.M., Lawton, R., & Michie, S., \(2017\). A guide to using the Theoretical Domains Framework of behaviour change to investigate implementation problems. Implementation Science, 12\(77\). DOI: 10.1186/s13012-017-0605-9](#)

[Powell, B.J., Waltz, T.J., Chinman, M.J., Danschroder, L.J., Smith, J.L., Matthieu, M.M., Proctor, E.K., & Kirchner, J.E. \(2015\). A refined compilation of implementation strategies: results from the Expert Recommendations for Implementing Change \(ERIC\) project. Implementation Science, 10\(21\). DOI 10.1186/s13012-015-0209-1](#)

## Books:

[The Behaviour Change Wheel: A Guide to Designing Intervention](#) by Susan Michie, Lou Atkins, & Robert West

## Tools:

[CFIR-ERIC Strategy Matching Tool](#) The Consolidated Framework for Implementation Research (CFIR) is another framework that can be used to identify barriers. This website has a tool that helps you match barriers to strategies.