



Episode 28: "Using Behavioural Insights as Prevention and Cure"

with Carl Jensen, Acting Head of the BC Behavioural Insights Group (BC BIG)

Carl Jensen is another wonderful graduate of UBC's Advanced Professional Certificate in Behavioural Insights. After serving as BC BIG's project director, he is now acting head of the unit. In a bit of a meta twist, Carl shares how he thought the certificate program itself used Behavioural Insights and evidence to create a positive experience for students, even for trickier topics like statistics. Carl also shares how he hopes to use BI not only in the re-design of programs and products, but in the initial design of them as well.

Transcript:

KIRSTIN APPELT, HOST: Welcome to this edition of Calling Dibs. I'm your host, Kirstin Appelt, Research Director with UBC Decision Insights for Business and Society, or DIBS for short.

Today, we're Calling DIBS on Carl Jensen. Carl is the Acting Head of the BC Behavioural Insights Group (BIG). He's also a graduate of UBC's Advanced Professional Certificate and Behavioural Insights. And I was thrilled to have Carl as part of our pilot cohort of students because we already knew Carl through working with BC BIG and it was exciting to have someone in that group in the cohort. And of course, Carl was a fantastic addition. And now that Carl is finished the certificate, we're all excited to see Carl continue to expand his BI expertise and experiences. And today, specifically, I'm eager to hear more about Carl's BI journey. So welcome to the podcast, Carl.

CARL JENSEN, GUEST: Thanks, Kirstin. It's a pleasure to be here and I'm really excited and looking forward to talking to you about my experiences with the program and where it's taken me since then.

APPELT: Excellent. And if I'm not mistaken, your first major exposure to behavioural insights came when you were a client on a BC BIG project. Can you tell us a little bit about your journey to BI?

JENSEN: Definitely, I started as a client of the B.C. Behavioural Insights Group. I was working with Road Safety B.C. at the time, and we had been through a process, actually a lean process to review a number of our processes we were using and one of our action plans that came out of the process was to review a number of letters that we were sending to the drivers of B.C. And it was our leading consultant at the time that suggested perhaps working with the B.C. Behavioural Insights Group to help us ensure that those letters would be delivering the appropriate message to the citizens of B.C.

We went through the intake process in the spring of 2019 and we were fortunate that we were selected and as a result I got the opportunity to start working with the BC BIG team at that point and started off with a number of orientations to learn a little bit more about behavioural insights and how they operated and how they may be able to assist us. And then we went through the process of working with our team at Road Safety B.C. in conjunction with the team from BC BIG to see how we could make those letters better and more appropriate for the audience. And as it would have, halfway through the project an opportunity arose for a job posting with BC BIG. And at that point I had learned enough about them and was certainly intrigued by the

work they were doing and learning more about their experiences with within the B.C. Public Service, that I had a chance to change teams to the other side of the table and join BC BIG as the project director and I joined them in in the fall of 2019.

APPELT: And when you started at that role, as I remember, I think we always end up having people join BC BIG right around the time of Big Difference, so I know you join in that that fall. Can you tell us a bit about that role and what you did in that role?

JENSEN: Sure. Well, so in that role, my position with the team was really to oversee the operations and project management for the team. Now, BC BIG has a number of different priorities they work on. They usually fall within three core buckets of evidence building, which is our project work capacity building, which is our training programs and then community building, which is work on things like the Big Difference for B.C. conference. And my role was to ensure that we were coordinating all of our activities across those three pillars of work to ensure we were meeting our deadlines, meeting our obligations, but at the same time allowing us to help grow BI and the use of BI within the B.C. Public Service and also beyond in terms of some of the community building.

And as a result of that, we had the opportunity to work with the UBC DIBS team on the Big Difference conference for 2019, the last one that was held in person at this point. And so that was one of the things that I got to work on and be part of, I think that was within my first month at BC BIG that we were planning the conference and preparing for a trip with the whole team. The whole BC BIG team was involved. We came over to Vancouver and had an exciting, exciting couple of days over in the big city as we prepare for the conference and then deliver the conference and worked with the UBC DIBS team had had a fantastic day.

We had a chance to meet Dilip Soman, who was the keynote that year. He was out there in person, which was nice to see. It was great for us to have a chance to connect with and spend a little bit of time with such a pioneer of BI from Canada, and since then, I've had a chance to kind of learn a little bit more about this space and really come to appreciate some of the work that he's gone on to do. And so I realized how fantastic it was that he was there to join us for that conference back in 2016. And he delivered a fantastic keynote speech that I still send people to the Big Difference website saying that you should check out the Dilip keynote speech from that year as it was just fantastic.

So that was kind of my quick, quick jump into the world of BC BIG was working towards that while at the same time being involved with the team and overseeing the project management for the ongoing projects that we were delivering within the B.C. public service.

APPELT: That's great. And as I remember, you all really put the van in Vancouver with some of the exploits of that trip. So what led you to go from the project director role, what led you to pursue the advanced professional certificate?

JENSEN: Well, that's a great question. Really, for a couple of reasons. I had come, as I mentioned, I had come from a more of a leadership background within the B.C. Public Service. I've been a public servant since about 2007. So my background was mainly in leadership roles and that was the role that I had joined BC BIG within, but I saw this as an opportunity recognizing that I didn't necessarily have an academic background in behavioural insights.

Now, it wasn't something that was necessarily required for my role, but I thought it would be useful for me to help me take my knowledge from kind of a surface level around behavioural insights to a deeper level and start to learn a little bit more about it, because I thought ultimately, as the project director for the team, I

mean, we've got a fantastic team of staff that that provide excellent information and recommendations, but I thought it would be useful for myself to have a deeper understanding of exactly what they were doing. And recognizing that sometimes when you end up with projects that that get into the crunch and there's going to be times where it would be nice if I as the as the project director could still roll up my sleeves and jump in and help out a little bit with the team and be able to kind of put-- sometimes you've got to have that full team push to get a project over the line.

So it was to help me get a bit of a deeper knowledgeable of BI, but also I recognize that as far as being partners within the launch of the inaugural session for the BI certificate program, I thought it would be a great opportunity to walk a walk in the steps of the students and get a sense of what are they experiencing. And this was a project for four BC BIG to be part of this to support UBC DIBS with this. And we were really happy to be part of it, and I thought, what better way to get a sense of how it's doing and how that first year goes then to be part of the actual certificate itself. And I ran the idea by the head at the time, Heather, and she thought it was a great idea, and I thought I would love to take a run at this and see what I can do to be part of the program and also see if I can some share some ideas and some of my background to the program.

I've learned that when you get beyond undergraduate learning, I've had great experiences with graduate level schooling in terms of how great it is-- the experience of learning from those around you in environments such as this. And so I looked forward to the opportunity to get to know a cohort of learners and learn from them and see what I could offer to the program as well and provide some support to them and help them with their learning. And that was the impetus for me to dive into the program and submit my application and see if Kirstin and the team would be interested in letting me be part of the program.

APPELT: Yeah. And well, no surprise, we were very happy to have you and you got one of the early spots in the program. So, once you got into the program, what were some of the highlights of the program for you?

JENSEN: So, I think that one of the highlights for me was just the way it was set up. Now, in terms of my position at the time, working full time, family at home, they're not quite as young anymore, but still a family at home, and I really liked the way the program had been set up that really it allowed the space for working professionals to have a have the time to complete their day job, if you will, and then in the evenings turn into the to focus on the academic side.

And so with weekly lectures that were held in the in the late afternoon, early evening, I felt that was great because it accommodated my work schedule, and outside of those lectures, it really was about being able to kind of complete the programs, the assignments, the tests on your own time, and I felt that was really valuable for me. I tend to thrive on schoolwork later at night and as such, it was provided a great opportunity for me to do my studying kind of later in the evening, and it was really flexible in terms of when you did the work. For me, that was a big piece.

Another one of the highlights was just the variety of learning material that the faculty brought together. I thought it was a great collection of information and not all in terms of one format, not just kind of articles from books, but there was articles from books, there were podcasts, there were videos, there were, I think, the magazine kind of suggestions, but just a wide variety of different types of learning formats in terms of how we took the information. And I think that was great. It provided great variety while at the same time kind of exposing us as learners to various aspects of the BI space, whether it was certain authors of the books we read. But just other areas to kind of get us immersed within the culture of BI. And so I really like that approach that it as somebody that was relatively new to the to the field, it gave someone like myself a great chance and lots of resources of where I could take in more information, and information than I could seek out to help me kind of bolster what was being provided as part of the program. So those were a couple of the highlights.

I would say the final highlight that would mention is the ability to work as part of a team. I was on a team of three for my capstone project, and that's always a great chance to connect with other colleagues. I was able to work with somebody else from the B.C. Public Service. And then we also had a person from outside of the B.C. Public Service. And it was a great experience to kind of bring three people together, different backgrounds, different expertise, and all get behind a single common goal. And in our case, it was our capstone project and looking to move that forward.

And to be able to utilize the learning within the project, I think it was a great experience so that it allowed us to really absorb the information, start to play with the information, utilize the information, but also as we as we took it in, if there were issues, if there were challenges, because we were already kind of making use of it, we had the support of the faculty of the program to help us get through it. So that way, if we had questions there were instructors that were available pretty much 24/7 to reach out in response to our whether it was posts on forums or emails, I think that was fantastic. And we always felt supported. I think even I recall sending an email early on a Sunday morning to an instructor, and I had a response in no time at all on a Sunday morning, which I thought was fantastic.

APPELT: Well, thanks for all those comments. It almost sounds like a paid ad. So kind of you, all the highlights for you. And I have to say, being a night owl myself, I totally agree that the evenings and weekends are a good time for me as well to get the brain working. And then I also love how you brought in the diversity of materials and of course, this podcast will be going towards this coming year for giving students some variety, so thanks for contributing to that. But I'm sure it wasn't all 100 percent roses, rainbows and unicorns, so were there some areas that you found challenging? And if so, what were they?

JENSEN: Well, I think for us, the challenge is a little bit more as a as an inaugural program, it's always challenging in terms of where where's that sweet spot? Where's that sweet spot of providing sufficient challenge, while at the same time not making something that's so tough that that people can't handle it. And I think I appreciated the effort that the team had put in, and so I think at times there was the occasional time or perhaps a week seemed a little ambitious for the readings and the content, but I think at the same time, it was balanced with the faculty being understanding and kind of flexible with how we were doing as a group. And I think with that... I think we picked up on it a couple of times where in terms of the average workload per week, it was pretty consistent, but I would say there were a couple of weeks where it nudged a little bit above what we expected. But at the same time, I think the faculty responded with those times and ensure that that nobody was kind of drowning in the material and was that were there to support us through that. So I think that was a little bit of a challenge for me.

My undergrad experience with stats was a little bit dodgy. I'm not going to lie. I was in a bit of a different headspace back then and... but at the same time, I think that was one of the areas that I have to admit and Kirstin knows I was looking forward to it. I'm not going to lie. But I think how it was handled was very, very well handled in terms of the content that was provided. We had a number of videos to help us work through the material, and I think I certainly really appreciated that. And it allowed us to use that, we were provided with stat software that was very simple, and I tell you, it was it was a much better experience than I remembered in my in my undergrad days. And just because it was so simple, simple in terms of the software we used, it was free software.

That was something else that I appreciated with the program was that all of the materials were provided. There were no books required for us to go and purchase. The reading that we did-- chapters of books were provided as required. And I thought that was really useful in terms of really-- what it did was it took the best material and rather than provide us as learners with a book at a full cost of the book, when you've only got

one or two key chapters you want to focus on, I really appreciated how the program gave us those chapters and that's it. We weren't responsible to read the rest of the book. And again, this goes back to recognizing that a lot of the learners in the class are working. They have other jobs. So really, I think it's important that the program provides roughly that amount of work that the students are expected because recognizing that most of them have a family, they have a day job that they're doing at the same time. And I think that's an important piece of the program is respecting that balance for them so that it's something that they can pick up.

So going back to the stats, I appreciated the effort that was made to kind of recognize this, and actually this was one of the areas that I think the faculty got a sense that was going to be a little bit tricky for a number of us, and they actually surveyed us beforehand to get a sense of where was everybody at the stats, and they really wanted to ensure that whether we were brand new to it or were we newbies, were we seasoned veterans? I really appreciated how they reached out to us to get a sense of where we're at. And then they ensured that we had the supports that were there.

And I think in terms of the videos, it certainly helped with the assignments, and ultimately, I think it was about helping the learners succeed within the program, and that was what I appreciated with that. And certainly my experience with this was-- when I when I mentioned these comments, I want to share my experiences, Kirstin always gets a chuckle out of it. And it's not a paid endorsement. It's just that the program was thought through. And what I like about it is a lot of what we do in behavioural insights is it's about making things easier and recognizing when you make things easier, you can have higher success. And I like this program because it walks the talk and it's presented in a way that is mindful of what we're there to learn about, and I think the program has been thoughtfully prepared in a way that does that as well.

And again, it's about how do we make things easier for us as learners? And that's what I experience, was recognizing things that might have been a little bit tougher-- and I think stats was a good example of something that could have had some challenges. But I like the way that it was. It was dealt with pre-emptively, and I think we certainly felt the support going into it. And if the videos and lectures weren't enough, again, the instructors were there to provide support as required for those that that might have found it a little bit challenging. But, yeah, I can safely say that I survived stats and it was happy with the outcome. And again, I appreciated the choice of software, which was I felt if I can do it, if I can work through that stats program, anybody can work through that program.

APPELT: Well again, thank you for the kind words, and I do think it's true that we do try to apply behavioural insights to the program and to make it user friendly. And then also, like you said, when we did find that there are areas that were a little more challenging or a little rougher, we tried to figure out how we can improve those, so we do try to-- it's not quite a randomized controlled trial, but we do try to look at the evidence and see where we can improve. So this coming year, we've introduced a couple of break weeks, which I think will be well received after some of the tough courses.

So I wanted to pick up on something you mentioned earlier, you mentioned your capstone project experience, and for anyone who's not familiar, it's a nine month long project that runs the length of the program, students working in teams to tackle a real world challenge using the BI approach. So you mentioned briefly that you had a great team, but can you tell us a little bit more about your capstone project experience?

JENSEN: Definitely. So we had the chance to tackle something that I thought was a fantastic situation: parking in Vancouver. Now, I don't know if you can get something that's more controversial than that. Well, we had the opportunity to work with the city of Vancouver around dealing with one of their parking challenges that

they were dealing with around temporary special zones. And this is a type of special parking that they put in place. It's about a restriction that's there temporarily for closures, for things such as construction, moving, filming or anything else that somebody would request a permit for. And we had the ability to work with them to look at that as a bit of a policy or behavioural challenge. And so it allowed us the opportunity to work with a number of individuals at the city of Vancouver from the engineering department through to the operational sign design. And it gave us a chance to work with them around-- what was their behaviour challenge?

And essentially that was around people that were choosing to still park in these areas that were temporary, meant to be non-parking areas. And so it gave us a chance to dig into that as a kind of behavioural challenge to look at why were people making these choices? What was the rationale behind drivers and why are they parking there? And we worked with the city of Vancouver staff to develop an intervention that we were able to then randomly test in the form as of what we call the BI intervention sign, and we were able to develop a sign that... we were using a couple of principles of salience and loss aversion with a sign where we added some colors to the existing sign, we made it larger, we added kind of bright construction orange to a standard parking sign, and we also added the image of a tow truck to the sign as well. And so we used a couple of the principles that we learned about in the program to give drivers something else to see when they pulled up to one of our areas.

Then we had the opportunity over the space of about a month to test this on a number of the temporary specials on parking zones around the city of Vancouver. And it was a fantastic experience because I had initially thought, well, let's hope the city is supportive of this, and I thought they might make a few signs for us and try them out. They went ahead and made one hundred and fifty signs. This was what they prepared because they wanted to be able to support the program and be able to support us with completing our randomized control trial. And we as a team had the opportunity to work with the city around identifying how the tests were going to work.

We were able to set up our randomized assignment, of which we're going to be the control conditions versus the intervention, and we had the city kind of working with us on this to the point where essentially we put forward a schedule of which signs they would be putting up when and the city was worked with us to then implement that. And so it was a really fantastic experience to kind of partner with the city and be able to work with them over the period of the trial and then to assess whether or not our science were having an impact on the drivers of Vancouver.

And so really good experience where we had we were assigned with a with an advisor from the faculty, Dave Hardisty. He was there to kind of support us through that, through the project, through the various phases of the project, and in the end, it was it was really a great experience to take what we learned in the program, but also to the program is set up in a way that it's staged so that it's working along with the kind of in tandem with the various phases of the project. So we're able to kind of utilize what we were picking up with the program in the capstone project in a way that it's giving you a chance to try out what you're learning in real time in a real project. So that was kind of our experience.

It was fascinating to have group sessions with the whole class where we got to hear about all of the other projects. And it was really interesting. People had some people that brought projects from their own organizations, and so you had a really diverse range of projects that that we were given the choice at the start-- when the projects were provided to the to the faculty, we were given the choice of which ones we wanted to work on. And so I thought that was a kind of an interesting way that we could see what we're interested in and as a result, you had, I think, eight projects in the end and of all kinds of different variety, and I'm sure you'll hopefully hear from perhaps others on this this podcast about their experiences and working as

part of the team. So, yeah, I thought that was a great way to take the knowledge and to help us as learners start to get used to the knowledge to help us kind of really get the most out of it, rather than just reading about something and then going back to work, hoping to one day use what we had learned.

APPELT: Thanks for that look at your capstone, it's fun to hear about it now that you're on the other side of it. And thinking more about this idea of being on the other side of the program, now that you're a few months out of the program, are there any particular lessons or concepts or ideas that have really stayed with you?

JENSEN: Well, that's the question. Where do I start? I mean, there's always lessons. There's ways we look back on the research in terms of what we had done, what would we do differently, and I think we learned a number of things. And recognizing, as I think you do, it's natural in most projects to kind of do that post project review. It's an opportunity to learn what worked well and what didn't work. And I think in terms of that, definitely we appreciated the opportunity to look back on that.

There's also a kind of nice feedback mechanism as part of the program where we had the chance to kind of pitch our project, both from a proposal point and also at the end as a final report to the class, and we were able to gather feedback from the class. And this goes back to that piece that I talked about early on was around the experience of your colleagues, and it was amazing with this project dealing with parking downtown city of Vancouver, a number of classmates or people that worked there, and they were able to provide some great input into, well, did you think about this? And here's something we've noticed with that. And so it provided some valuable feedback from some people that had some experience in the space that we were looking to work. So I think in terms of that, it was kind of great feedback.

One of the things that we learned in the end was kind of needing more quantity, more data for us in terms of creating more power for results. So that was one of the things that that came out of our report was a recommendation to perhaps do some more research with what we had looked at, recognizing that we might not have achieved statistical significance, but it was worth more research and a little bit more of a deeper dive into this to perhaps create a little bit more data to get the results. The results we found we thought were positive.

We were able to demonstrate managerial significance, which was something that the city could then consider, and we were excited to provide them with some recommendations that we're hoping to see them use in the future. And I hope to get over to Vancouver one day and perhaps see one of our signs up there. Unfortunately, due to the pandemic, I had high hopes of going over and seeing our signs in action and sitting there and observing at my self in the field, but unfortunately, the pandemic prevented us from leaving the island. So I'm hoping to get over there one day and perhaps see one of our signs in action in in some sort of parking area of the city of Vancouver.

APPELT: I look forward to seeing a selfie with the sign at some point.

JENSEN: That would be a great day. I will go looking for one.

APPELT: Well, and then thinking about how time has moved on, and in May of this year, Heather Devine, the founding head of BC BIG moved out to Nova Scotia to help build a new BI practice, but the team was really fortunate that you were able to step into Heather's role, so you're now in the role of Acting Head. Can you tell us a little bit about what your role is now?

JENSEN: Yeah, a fantastic opportunity arose. I mean, first of all, I have to acknowledge a big blow for us to lose our founder, Heather Devine. It was an absolute pleasure to work with her since I joined the team to learn

from her and her passion and enthusiasm for being both within the B.C. public service and greater B.C. and even in Canada. Hard to match. With the loss of her, the opportunity arose for me to fill in with as the head. So, it was a great opportunity. I mean, I felt honored to be asked to do it.

So what does that role entail? It's more of a strategic role within the B.C. Public Service. So it allows me to be kind of involved at a little bit of a higher level within the organization looking to set out and chart a little bit more of the strategic course of the program within the B.C. Public Service in terms of where is BC BIG going? And it's a great opportunity because we've got a number of big initiatives that we're working on in terms of looking to get our progress report out the door-- we've been working on for some time now. It's looking at things like now that we've kind of optimized what we do within the B.C. Public Service, how do we take that and make it available more broadly across the organization? How do we address, I would say, increased demand for whether it's project support, webinars, training, support, and so it's being able to be part of setting the course for where we're going to take the team within the next year in terms of how do we provide as much assistance as we can to the broader audience, both across the B.C. Public Service, but also beyond.

And a big piece of what we do at BC BIG is that work with growing the community both across B.C. and how do we support that? How do we foster its growth? But also looking beyond B.C. now and how do we help other provinces set up BI units? And so it's about being part of those conversations at a at whether a provincial or federal level with potential partners and stakeholders to leverage our experiences at BC BIG, but also to then learn from the other organizations across the country or beyond around how we can utilize BI to help us with... I think we've all seen with the global pandemics, the ability to—really, there are lessons that that really span the globe and how are we bringing those lessons together so that we can share them and learn from each other.

And so I think that's some of the work that Heather started, and so I'm looking forward to the opportunity to continue with some of that work around continuing to build strong relationships with stakeholders both in B.C. and abroad, but also in terms of how do we optimize our services for the B.C. Public Service, because ultimately what we serve the client ministries within across the B.C. Public Service, and they're the ones who ultimately develop and implement products, services for the B.C. citizens, so that's really the piece of what I want to do is try to ensure that we're putting BI in the hands of more people so that it can be used more at the start of development of services and products, rather than being looked at, at times, were brought in as more of a cure, but I'd like to be how do we get more preventative?

And that was something I literally was listening to a podcast this morning from the Ogilvy Group out of the UK, "O Behave", it's called, and they literally that was a comment, so I have to give them credit for this. We want to be more prevention than a cure. And so that's something that I'm hoping to do in the role as a strategic lead for the program is to help us get out in front of the development of products and services, whether it's websites, letters, even phone tree messaging, and how are we getting out there providing our BC public servants with the best possible information and arming them.

But also in this role, I see a real opportunity for us in terms of how do we leverage the experience of the alumni coming out of the certificate program. And that's a big piece for us. We were, I think about half of our cohort were BC public servants. So a big focus for me-- I've got a bit of a I would say a soft spot for the BI certificate grads-- is how do we as an organization help support them in their various ministries across the B.C. Public Service. And so that's something that that I'm excited to work on in terms of how are we supporting the students and helping them get the most out of this program?

APPELT: I love that, I love how you brought all of those different pieces together, and I mean, I've always thought the role sounded fascinating, but you really bring it alive there.

So I'm curious. It sounds like there is a lot of ways that the role might pull on some of your learnings from the certificate. Have you found that there are ways the program has helped you with the transition into the role?

JENSEN: Definitely. I think one of the key roles now as the head is really kind of being that final set of eyes on some of the documents before they're going over to our clients, whether it's partnership agreements with the clients, final reports, and so the information that I've learned from the certificate program has really helped me be able to kind of dig into what I'm reading in terms of the content, whether it's talking about a research plan of where the teams looking to go on a project or looking back on a final report, I really appreciate the background and training for the program and now the ability to look with a more critical eye at the information that I'm receiving. But also be able to kind of provide more input in terms of ensuring that we're putting forward the best reporting or putting forward the best recommendations, and so the program has allowed me and provided me with some educational background and knowledge to help me be a little bit more constructive and help with the input in this information, in these documents going forward.

APPELT: That's great to hear, and so are there any other ways you feel that you're using any of the learnings from the program on a regular basis?

JENSEN: Well, I think it's one of those things that I find when you learn about something, you then see it and you appreciate it more. And so I think my journey through with the discipline of BI and especially with getting into some of the history and the theory behind it as part of the certificate program, I've gotten a better understanding and I would say a better and better appreciation for how effectively it can be used, and I find I'm constantly looking in my life and my roles and my other things that I have on the go where I'm looking for: are there ways that we can apply aspects of BI and, whether it's, I was in an organization where we had materials that were being provided physically printed documents for conference delegates. And I put forward the idea one of the things I had learned about was the whole idea of defaults.

And I thought, well, what would happen if we made a default opt out choice for all of a sudden the default is we're not going to print these materials, we're going to save the paper, we're going to save the cost, the effort to produce them, and instead we're going to provide them digitally, but we're still going to allow people that choose to have the documents and they can still come to them, come to us for them in paper version if they need them. And just a little small switch like that, but it's amazing the ability that that to my understanding, there were no complaints, and yet that helped that organization save thousands of dollars every year going forward.

So I think it's taking these ideas and being bold and not being afraid to kind of look at better ways of doing things. And so I think the learning from the certificate I'm using in my life kind of in personal interest of things I do outside of work, but I'm also fortunate that I have the opportunity to, as in my role as working with the Behavioural Insights Group, I'm fortunate that I that I get to use those skills every day, and I have a chance to share that information with people like yourself through a podcast like this, or when I have phone calls of people that give us a call and want to learn more about the work we're doing at BC BIG because it's a chance to talk about BI and to share some of what I've learned and help others who want to learn more about BI as well.

APPELT: Well, you're a wonderful ambassador for BI and thinking about Carl-- for those who know Carl, they know he's into the Scottish sports scene, the Highland Games, so I'm looking forward to seeing how you manage to integrate BI into the Highland Games, I think that'll be a high point.

JENSEN: Yeah, that'll be a good challenge for me in terms of what are the behavioural challenges? I mean, some would say just that the behaviour to go and participate in the Scottish Games, especially as we get older, some would say that might not be the best of choices. However, are there ways that I'm as a as an emcee at the Highland Games using BI to make things easier for our Highland Games attendees? Always. Looking for ways to draw it in, and it's certainly interesting, the world of BI... I always I like to tell a story about my experience.

I've got a car that provides an eco level score and it's interesting how it motivates me to drive in a more eco friendly or green way. And what's fascinating is not only am I constantly when I drive that car trying to get the highest eco level score, the really powerful piece of that little bit of BI for me is the fact that when I go and drive in another car that doesn't have the eco level score, I'm still driving in the same way. And I think that shows the power of BI in terms of a nudge, that in that case, for me, when the nudge is taken away, I'm still behaving in the way that the nudge tried to make me behave. So I think that for me is fascinating.

When I look at things like that and looking for ways that are out there, it's very interesting how much is out there. We often refer to nudging and nudge for good, and I think that's at the core of what we're doing at BC BIG. It's about making positive impacts, it's about how we can help deliver better services for the citizens of B.C, and so I think in that regard, we don't toss that phrase nudge for good going around lightly. I think that's a core aspect of what we do. And I think the program has helped through the certificate program, helped me appreciate our understanding of it and it's also a big thing in this day and age, I think there's a lot to talk about trust in government, the ethics of what we're doing, and I think the program was really delivered in terms of helping us appreciate that, but also bringing in the ethics.

The ethics was a big piece. I didn't mention that earlier that I think the program helped reinforce that for us in terms of working as BI enthusiasts and BI practitioners, in terms of adding elements of that, that review of the ethics right from the start to the end of the process so that we don't lose sight of that, and how important that is in terms of the solutions that we're developing and using BI for.

APPELT: Absolutely, I think both BC BIG and UBC-DIBS did have that as a core tenet is that we want to make sure BI is used not only for good, but ethically throughout. And so I'm glad that that's shown through in the certificate.

JENSEN: Definitely.

APPELT: Well, I think we're just about out of time, so I'll ask a final question, which is my always go-to final question, which is do you have a message for our new BI practitioners in training?

JENSEN: My message would be welcome to the program, and I want to wish you good luck. I want to wish you well. I think you're going to have a lot of fun with the program. I would say buckle in. Enjoy the ride. It's, you're going to learn a great deal. You're going to have some fun with it. It's going to challenge you. It's going to push you. But I think it's important to recognize that that's OK. It's OK to get pushed out of your comfort zone. If you need help, you've got help. That's there. I know the faculty is going to be there to back you up 100 percent of the way. Use your colleagues as well. Don't be afraid to reach out to your colleagues. You have the opportunity to build great connections, and I think those are connections that you're going to maintain beyond the program. So don't wallow in solitude. If you need help, you reach out to your colleagues within the program, your faculty, and if all else fails, you find me at BC BIG and I'll be a shoulder you can reach out to if you need somebody to talk to about the program.

APPELT: Awesome. Well, thanks for that. And yes, never wallow alone. Wallow with others.

JENSEN: Wallow with others. Definitely. And I have to say, you've got the sense I didn't do much wallowing, but recognizing it's going to have its ups and downs. But that's OK. It's, when it comes to things like this, I say it it's OK if they're tough because otherwise everybody would have a certificate in behavioural insights.

APPELT: Exactly. It's not the advanced professional certificate for nothing.

JENSEN: Exactly. Well said.

APPELT: Well, thank you, Carl. Even though we get to connect quite frequently, it's been lovely to take the time to check in on your BI journey, and it goes without saying that I look forward to your ongoing work in the community. So, thank you for joining us today.

JENSEN: Thank you very much for having me, Kirstin. And good luck to the members of the cohort and the year ahead.

APPELT: And thanks to our listeners as well for joining us for another episode of Calling DIBS.
