



Episode 30: "The Value of Adding BI to Your Toolkit"

with Lindsay Miles-Pickup, Methods Specialist with the BC Behavioural Insights Group (BC BIG)

After graduating from UBC's Advanced Professional Certificate in Behavioural Insights, Lindsay Miles-Pickup has seamlessly transitioned into the Methods Specialist role with BC BIG. Lindsay discusses how Behavioural Insights complements and strengthens the other tools in her toolkit for behaviour change. She also shares key lessons from her first few Behavioural Insights projects, including the value of both scoping and exploratory research.

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 Lindsay Miles-Pickup.

Lindsay is a Methods Specialist with the BC Behavioural Insights Group. She is also a graduate of the Advanced Professional Certificate in Behavioural Insights. And last year I was lucky because I had the chance to not only teach Lindsay in the program, but to work with her on her capstone project. This academic year I'm lucky because I can continue to work with Lindsay a bit through her role with BC BIG and today I'm extra lucky because I get to chat with Lindsay about her BI journey. So welcome to the podcast, Lindsay.

LINDSAY MILES-PICKUP, GUEST: Thanks, Kirstin. I'm very excited to be here.

APPELT: And I hear you might have a question to kick us off.

MILES-PICKUP: I do so as you know, and as some listeners may know, if they listen to the podcast with Alexis Gordon, our team had a habit of starting each session or each meeting with a question of the day. So I thought we could start our session today with a question of the day being, what is a movie that you could watch over and over again and never get tired of?

APPELT: I love that question. So for me, and maybe in the spirit of fall, I'm going to go with Labyrinth, with David Bowie. I've seen it probably a hundred times and I would be happy to watch it a hundred more.

MILES-PICKUP: That is surprising. I think I found that movie a little creepy the first time I saw it, but I think I could probably embrace it now. Maybe not hundreds of times.

APPELT: How about you? What's your go-to re-watch?

MILES-PICKUP: This is going to sound a little funny, but it would be that really awesome, maybe it's a cult classic now, I'm not sure, but Super Troopers.

APPELT: Oh, I have seen that one at least a dozen times myself.

MILES-PICKUP: I have Super Troopers downloaded on my laptop. It's one of the only movies I've ever paid to keep digitally. And I can think of times when I lived in some pretty faraway places and that movie for some reason just always makes me laugh and makes me feel just at home.

APPELT: It's a classic, they almost made it. Well, as a transition, I'll ask young Lindsay, you had some previous exposure to behavioural insights in your role with the BC Ministry of Agriculture. Was that the start of your BI journey or how did your BI journey start? Feel free to fit as many meows into your answer as you'd like in the spirit of Super Troopers.

MILES-PICKUP: Can I start right meow? My journey actually started a bit before that, but I would say it really sort of solidified during my time with the Ministry of Agriculture, when I was doing my Masters degree at the University College of Dublin, also where Jiaying went for her Masters. I had taken it in development studies focusing on development economics. And so I was acutely aware of some of the work that folks like Dean Karlan and Esther Duflo were doing, which maybe wasn't necessarily behavioural insights, but really the use of randomized control trials as a method of evaluation. And then from there, they started looking more towards some of those cognitive barriers to poverty reduction or that would sort of compound poverty issues. So that was really where my journey started. But it wasn't necessarily referred to as behavioural insights at the time.

And then when I came into the Ministry of Agriculture a few years ago with the BC Public Service, I had the opportunity to work with Christine Kormos, who is the Senior Behavioural Scientist with the BC Behavioural Insights Group. However, at the time, she had been working on a special project with the Ministry and I was lucky enough to work alongside Christine. And that's really where I would say that journey was sort of, I guess, it was reignited, if you will, in terms of my interest and really being able to apply that to the work that I do.

APPELT: That's really great. We're so fortunate to have these little pockets of BI popping up in different ministries and different areas now. So from there where you were reigniting your interest, what led you to go for the Advanced Professional Certificate? What made you apply?

MILES-PICKUP: Yeah, that's a really great question. And actually, I would say, Kirstin, it was you. So I don't think you remember this, but when I was at the Ministry, I did have the opportunity to undertake a trial with Christine, which was really great. But in that process, Christine and I also volunteered to support the BIG Difference BC. And so I had the opportunity to hang out with the entire BC Behavioural Insights Group team during that process.

And you and I actually had a one on one at the end of BIG Difference, in person, where we could still meet people face to face. And you walked me through what the course was going to look like. And for me, as you'll probably hear throughout this session, I have a fairly diverse background in terms of what I've done. And one of those is in education. And when I worked in education, one of the big focuses was the notion of really building skills and not just knowledge.

So when you had outlined what a capstone project would look like, that really solidified to me that this was an opportunity to not just build my knowledge, which can often be done through opportunities in reading and sort of attending the BI 101 and different opportunities and webinars, but really to build that skill set. And so, well, I had the opportunity to do that with Christine, this really felt like an opportunity to strengthen those skills.

APPELT: I do remember that and like you said, being in person that felt like one of the last few times we were in person with a big group. Well, that's really neat to hear. And, yeah, I think the skill building is one of the things that we're so proud of, looking at what the graduates came out of the program with. And then

referencing this diverse set of experiences you alluded to, you have had this really amazing set of background experiences. So other than the skill side of the house, what were your goals in taking part in the program? How did you see it fleshing out what you already brought to the table?

MILES-PICKUP: Yeah. So for those who don't know me, which is probably a lot of listeners on this podcast, most of my background has actually been in poverty reduction, but in a myriad of ways. So I've worked in public health, I've worked in agriculture, I've worked in food systems. I've worked with military on reducing the use of child soldiers. It really does span the horizon in terms of what I've been able to do in my career.

But at the end of the day, everything was really about helping to create better opportunities for people and for me there is no one answer as to how we do that. So when I looked at the opportunity to sort of build my skill sets with behavioural insights, I really saw this as an opportunity to bring another tool into my toolbox. There are different methods of doing these things, whether it be poverty reduction or just community development more broadly. And for me, being able to have a myriad of those skills, because the challenges are so diverse, that would make me a better coworker, a better community member, and a better contributor to all of the things that we've been trying to do.

APPELT: Absolutely. Yeah, I think I always, as you all know, like that metaphor of the tool kit, because I think it really does it adds to your toolkit, but it also strengthens the other tools and the other tools strengthen BI because there's so many convergences and places where when you pull the tools together, it does more than either tool could do by itself. Well, diving into the program, what were some of the highlights for you?

MILES-PICKUP: Well, there is a lot, as I noted, I think the capstone was really what solidified my desire to come in, and the capstone was such a wonderful opportunity to do something new and work with a team on something new that I'd never worked on before. But in terms of the program more broadly, I would say being able to learn from the different perspectives that were in the room, whether that be having multiple professors, being able to support the program, or just the diversity of the cohort.

I think we had a number of public servants who were in the first cohort, but we also came from just a wide range of ministries. We had a wide range of interests. We had a wide range of goals that we were hoping to take BI and use them in the future. And I think that really strengthened the opportunity. So being able to chat with one another and hear those differences of opinion really made the experience so strong overall, because I was able to think of things in ways that I never would have thought of them before.

And then I think the last thing was just being able to work with a team, particularly throughout the Covid-19 pandemic, where we were quite isolated, being able to work with these different individuals with different backgrounds, really was such a great, great experience. I am biased. I think I had a really, really wonderful team, but I think we learned so much from one another. And when times were tough, which I'm sure we'll talk about, and the ups and downs that come with the Behavioural Insights project, it was really nice to have other people there to bounce ideas off of.

APPELT: Absolutely. Yeah. And I think, like you said, the diversity of the cohort is something that we have found so valuable. We were hoping for a diverse cohort, but then you never know who's going to apply. And then this year, once again, we have folks coming from 17 to 20 different degree areas and different industry, public sector, nonprofit sector, and then just the tool backgrounds. Some folks with change management, some folks with leadership, some folks with lean or agile. So having all of those different experiences in the room really brings so many amazing parts to the discussion that you wouldn't otherwise have. So, that's definitely a highlight for me as well. But as you alluded, it's not all easy skating, there's occasionally challenges in a program and or in a project. So what were some of the things that were challenging or surprising for you?

MILES-PICKUP: I think one of the most challenging things was... you get really set in your ideas and this is part of our human behaviour, but I think being able to be flexible, even when you're so set that this is the answer. This is the nudge. This is the way you're going to do it. And then something happens, because something always happens. Spoiler alert for the upcoming cohort, something will happen. Just learn to expect the unexpected. And I think that that ability, when you get your heart set on something to be able to move was challenging, but really an important part of the process.

And then I think really managing expectations of a client as well in terms of what can BI do and what can't BI do. We were really lucky to have one of our teammates who was embedded right in with the client, so having those conversations was a little bit easier. But I think BI holds a special place, but it's not necessarily the silver bullet and it's really important to be able to communicate that effectively, so folks are left with realistic expectations throughout the entire project.

And I think the last thing is, how long some things can take. You may expect a certain phase to move pretty quickly. And when these things pop up, you really need to be able to give the space and time, which can sometimes mean other things have to be dropped off the project.

APPELT: Yeah, I think those are, like you said, kind of inherent in most projects, it's hard to think of a project where every single milestone happened at the exact time we thought it would happen or happened in the way we thought it should happen. Some of the best laid nudges go awry. So absolutely. And you as you mentioned, Alexis, your teammate was on the podcast previously. So we've heard a little bit about how you were working on the Residential Tenancy Branch project and trying to help people attend their hearings. But were there any other elements of the capstone project experience that that stood out for you that you wanted to raise?

MILES-PICKUP: That's a really great question, I think, for us, we had a lot of ups and downs with our project, in that we had a particularly interesting experience in trying to understand what the actual behaviours were. And I think we'll probably speak to this in a bit, but really spending the time, being able to scope. And when you have a situation that's as emotionally charged as a tenancy dispute where your housing is on the line, it can be really difficult to understand all of the barriers that someone may be facing.

So to be able to have the conversation, to go through a survey process or an interview process, and to really be able to hit on those barriers can be quite tough. But it's really worth going through it all and trying to understand it, because it may be systemic, it may be context, it may be cognitive or it's all of those barriers, and those barriers play off one another. And that can really influence the work you do. And I think we saw that throughout the project where what we thought was one of the major barriers, the nudge itself didn't actually impact in the way that we thought it would.

And you will see more of this if you attend the BIG Difference BC, I know Alexis was trying to leave us a little bit of a teaser there so I won't go too far into it, but also being able to sort of go through that journey and see all those different aspects when it comes to those different barriers and how they play off one another and can impact each other, I think was a really important thing for us to learn, but also for the Residential Tenancy Branch. And you will learn more about that at BIG Difference BC.

APPELT: So excellent. I was wondering if you could, picking up on what you were saying, and then thinking about your project, we have been talking in the program about the value of exploratory research and how sometimes it's as simple as, you know, you've got the mailing list, you send them a survey, but other times the population can be more difficult to reach. And I think that's something you had to get a bit creative about,

what would be the ways you would talk to, whether it's interviews or focus groups or surveys, you have to be a bit creative about how you might reach the population. So I was wondering if you could share some of the ways you explored reaching the population, not for the intervention itself, but for those background research questions?

MILES-PICKUP: Absolutely. So we were looking to interview individuals who had been through tenancy dispute process with the Residential Tenancy Branch, which in itself is a little bit tricky due to ensuring we're meeting privacy regulations within the province and then more broadly as well. So that was sort of issue number one. Issue number two was just the same sort of issues you come up when you do qualitative research with self selection bias or really being able to get folks to focus on the questions that we're trying to ask. So, again, when you've been through such an inherently challenging process in which you have a winner and a loser to look at it that way, it doesn't really matter whether you won or whether you lost. You're going to have an opinion on that process because it was so emotionally charged.

So we had created a survey that we were able to distribute more broadly. However, despite many, many, many, many, many iterations of designing those survey questions, what we found is that folks were we're very focused on the fact that they had had a pleasant or negative experience. And when you're having people voluntarily answer a survey, generally they'll answer it if they've had a negative experience because they want to provide that type of feedback. And that feedback in terms of public policy is so incredibly important. But when you're attempting to get at a very specific piece, which for us was the process of going through it, it was really difficult to do that without them refocusing on the experience that they had in terms of what the outcome of their case was. So it was quite a challenging process.

But what we tried to do was balance that off with interviews as well. Sorry, not interviews, focus groups. So we had done focus groups with front line workers who often speak to landlords and tenants, as well as advocates who work with tenants and landlords throughout their dispute process. So while we weren't able to necessarily get the exact opinion of a landlord or tenant on the situation, we were able to hear repetitive concerns, what types of questions were asked the most, and that allowed us to sort of balance those two and be able to come to as much of a fulsome picture as we could in that situation.

APPELT: And I really appreciated how you all thought outside of the box, because we knew from the beginning that you can't reach out to someone and say, like you said, you just lost your tenancy dispute, please come talk to us. So getting creative about how to talk to the population is something that I thought you handled really well. And this is a relevant problem for a lot of teams is how do you reach that population?

MILES-PICKUP: Yeah, creative, creative methods is something I would encourage folks to think about. There are multiple methods and mixed methods as well.

APPELT: Yeah, absolutely. Well, jumping forward a few months, you are currently a Methods Specialist with the Behavioural Insights Group, which is in many ways a dream role for a public sector grad of the program. So can you tell us a bit about that role?

MILES-PICKUP: Absolutely. I'm very excited to be working with the BC Behavioural Insights Group, and I feel very fortunate as well, they are a wonderful team who does wonderful work. So the Methods Specialist works a lot with clients on the project side.

For those who don't know, Behavioural Insights Group works on building evidence within behavioural insights by running trials and providing support to client ministries. They also work on community building, which in

the BI broader community as well as capacity building, which is a pretty large aspect of what the group does. So helping to train public servants on different aspects of behavioural insights.

So for the Methods Specialist's role, we really focus on that evidence building side as well as the capacity building. So this includes supporting clients on defining problems, building capacity on what behavioural insights is and what it can do. Also supporting on the project management side of the relationship alongside collaborating with the senior behavioural scientists on different research activities and experimental designs. At this time, I'm working on developing a series of behavioural lenses for the BC Public Service to address common challenges that exist that may not be relevant or applicable for a trial due to any number of reasons.

So, for example, if you're having a challenge with individuals letting their dogs off leash in environmentally sensitive habitats, how can we look to doing that without having to resort to options like putting cameras on trails which can violate privacy? So really being able to look at these more common opportunities for the BC public service to implement through different policy challenges.

APPELT: It's such a role that has so many different opportunities to do work. It sounds really, really interesting. So thinking about those different ways that you work within the role, whether it's the capacity building, the evidence building, are there ways that you think the program helped you qualify or transition into the role?

MILES-PICKUP: Absolutely. I was very lucky to be able to be a client of BC BIG before I even participated in the program. So I had a fairly good understanding of the process and the RIDE model. But I was really an active recipient, if you will, of the work that was being done, as opposed to an active participant. And I think that going through the program, you really go through each stage of the RIDE model.

I think it's very easy for us to pick up a really accessible framework like EAST and think I can just start putting this here and I can make this easy and I'm going to put somebody's name on this letter and I'm going to put this social norm in this type of thing. You think you've really got it. But by going through this process, it really put a framework around everything that we do, structured it and allowed us, and myself, to go through each one of these stages in a more concrete form, which really did help build my skill set, which I think made it easier both to apply for the role, but more importantly, to transition into the role.

So when I started with the team a few months ago, I was able to sort of jump right in and I understood the different methodologies. I understood the different frames that were being used, and I really understood the process overall and being able to have gone through that myself, both as a client and then with the program, it really made it easier for me to utilize those skill sets as I came in. So I am quite grateful, Kirstin, to you and the program for helping me build up a skill set.

APPELT: And I think obviously you brought a lot to the table both through the program and into the role. And I know I've heard from the BC BIG team that they've been really impressed with, obviously, you as a person, but also just how you did really almost seamlessly transition into the role because you had this capstone project, you've done one, and then you're just really ready to hit the ground running. So, I mean, we've always been really blessed at BC BIG, to have fantastic Methods Specialists, but a lot of times there is more of that on onboarding phase, whereas you're onboarding, I think, like a couple of hours, and you were you were in it. So that's been really neat to see from my perspective.

And I'm curious too, so we've talked a little bit about how that transition was seamless. But are there particular lessons or experiences that have really stayed with you that you either find yourself using on the job or outside of the job? Are there lessons learned from the program, whether it's concepts or skills or ideas that have stayed with you?

MILES-PICKUP: I think Alexis spoke to this as well, but for me, one of the most important parts, and we spent quite a bit of time up front in the program on it, and I think we know this as public servants, but it just reinforces it, is the importance of scoping. I'm a firm believer in the quote that a problem well defined is a problem half solved. And so really to spend the time to understand what those barriers are, to do that scoping phase, to create that behaviour map, to understand the journey that people go through and the multitude of barriers, as I noted earlier, I think that that really, really stood out to me or was reinforced to me as public servants or whether you're working in a nonprofit, and I would say arguably even the private sector, you're so pushed to come up with a solution quickly. But if you don't really understand the context and the problem in which it exists, your solution may not often work.

And then the others is just really understanding the importance of testing and that causation correlation divide that I'm sure Kirstin, you're familiar with, and how that often comes into play, whether it's in public policy or other pieces of program development, whether or not a program was successful. I just can't underestimate the importance of that and how we make decisions. And I think I find myself you know, it's kind of tricky to do a randomized control trial on yourself, but really understanding that cause and effect relationship in my own life.

And then I do find myself using nudges on myself quite a bit. Monday morning is my fresh start effect. I'm wondering if I'm going to become desensitized to it over time. But if I have something big that I need to do, I always plan it for a Monday morning because Monday mornings just feel a little bit new. And so those types of little nudges I found have sort of played out throughout the things that I do. I quietly and shouldn't be acknowledging this on a podcast may use the occasional nudge on my partner, such as creative ways to get the dishes done or have the garbage taken out. I probably you know, that may not be nudging for good, but at the end of the day, it solves our relationship problems, so for me, that is, you know, it's a nudge for good as far as I'm concerned.

But I do find that once you've gone through this program, you start to see opportunities to improve things all around you. I received an email earlier today that was encouraging donations, and I thought to myself, "Wow, if they had written it this way and this way, that could have pushed me". And so I find myself being able to respond in more creative ways to requests that are being asked of me and to be able to stop and think about my own interactions in life and how I can do things better. Even just being on a strata I found that just changing the way we write letters to residents has drastically changed the way people park their cars and sort their recycling. So it is quite amazing just how many of these skills you can use, not only in your work, but in your day to day life.

APPELT: Absolutely, yeah. I've tried some nudge techniques on Dave, but when you try it on a behavioural scientist, they tend to catch you in the act. Some backfire effects with a $n=1$. I wanted to pick up on that thread you mentioned about scoping, because I completely agree that scoping is so important and you mentioned that sometimes there's kind of institutional pressures to come up with a solution before you've fully scoped. And I also think there's something just about human nature that we're problem solvers, we just want to jump into the problem solving.

So I know this is something we saw last year and we see it again this year, it's a common thing, but even when we're just doing that initial behaviour map where we just want to get a brainstorm of related behaviours, people jump into the solution. And I think, like you said, it's pushing against that and making sure you fully understand before you start coming up with solutions, because like you said, it could be the wrong solution or tackling the wrong part of the problem. But I was wondering if you wanted to emphasize anything there around the behaviour map and some of the scoping pieces, or any tips that you found helpful to keep you in scoping and prevent you jumping ahead to solutioning.

MILES-PICKUP: I think one of the things that I've tried to do in terms of work and the institutional pressures that exist is to actually outline the benefits of spending time on that. So using loss aversion, if you will, but really highlighting what we won't get if we don't spend that time on that stage.

So, for example, if you borrow methods from service design and pull together a service design blueprint and then you sort of integrate that with the behavioural map, I think the Center for Advanced Hindsight has done a really good job with this, you're able to actually see those challenges within the context of all of the other challenges that exist. And when you do that, it actually helps you pinpoint where your intervention should be. It also helps you pinpoint whether or not this intervention will be sustainable. So if your cognitive challenges are couched within a much bigger systemic barrier, you may have a short term effect. But that may not translate into a long term impact. And then you're also being able to see all the other different stages that happen.

So you may come up with this really brilliant design, but if it's not actually couched in a realistic way in which the system itself works, so, for example, something simple, the way emails are sent out, if you don't understand that full process when you go to scale it, you might not be able to scale it because you didn't actually understand how the full process worked. So not only does it help you understand what the true barriers are, which helps you focus on the right solution, or the right problem to tackle, sorry, it also helps you look at all those other impacts that this could have, such as whether it is going to be sustainable long term, whether it could have a massive change because of some other piece that moves and then sort of that that long term sustainability of it as well. So that's where I see the importance of it.

I found that I mentioned earlier the Center for Advanced Hindsight has done this really great job. And you can pull from other disciplines such as service design and sort of map those together. They don't have to be independent of one another. Again, as we go back to that understanding of tools in the toolbox, I think these can be used together, whether it's user research or other disciplines like human centered design and participatory research. How do we come to that conclusion just strengthens it.

APPELT: Absolutely. Yeah, and I think, like you said, just understanding, a lot of times we make those assumptions like, well, of course they can just send the email, and then we don't realize that the way the emails that were sent to us to pull on your example or some other minor piece of the puzzle, that if only we had asked that question back in scoping, we wouldn't have zeroed in on that and then come to turn out a few months down the line, we realized that, "Oh there's a technological glitch where those data sets, my old refrain of those data sets, don't actually connect to one another" or something like that.

MILES-PICKUP: Yeah, absolutely.

APPELT: And so going back, we kind of started out with talking about your wide ranging background, and now that you-- it's still a bit new, you've only been out of the program a few months, but adding, now that you have added BI to your toolkit, how have you seen BI fill out your toolkit? What has it added? Are there things you do differently, ways you use your existing tools differently or any other impacts you've seen from adding BI?

MILES-PICKUP: I think you sort of hit the nail on the head there just to keep the reference around toolbox, had to throw a pun in somewhere, that it really has rounded out that toolbox. So we used to implement these incredible public health measures in Tanzania when I was working with the African Medical Research Foundation. And we would just see it was the perfect design as far as we were concerned, perfect intervention

where we would implement an entire new water infrastructure project and no one would use it. In one case, it was because there was no rain, but in other instances just we had no idea why.

And this was a huge impact on people's lives. This was donor dollars. This was the time and work of these professionals. And for some reason, it just kept failing. And I don't think at any point I stopped to ask what could be the cognitive barriers that could be leading to someone not doing this, such as something simple as the status quo bias and our desire to do the same thing, the thing that we know, which may have been walking an extra kilometer to get water from a different source. So I think for me, having this really gives me that extra measure and that extra understanding.

I think I mentioned this earlier. I don't necessarily see BI as a silver bullet for all of the challenges that exist in the world. But I think Richard Thaler recently really emphasized it by saying, for example, climate change, that we're not going to be able to solve the climate issues that we have with BI, but we're also not going to be able to solve them without BI so really being able to add behavioural insights to those other tools that I have, whether it be agile or lean, human centered design, service design, all of those components have their time and place, and sometimes it's one plus the other, sometimes it's just one on its own, but it allows me to take that extra perspective to stop and say, "What are some of the things we might be missing here?" Because at the end of the day, it really does center around people and we don't always do the things that are the right thing for us to do.

APPELT: Absolutely. Yeah, I think that quote really does encapsulate it, no responsible behavioral insight expert thinks it's the silver bullet, but we do think it's, how do you not say toolkit? It's got to be in the mix somewhere. Because, behaviour as humans, it's usually we come up with great solutions. But we also, as humans make a lot of mistakes or ways we could do things better. So I totally agree. So zooming ahead, looking ahead, how do you hope to continue using BI in your career going forward? What are some ways you would like to be able to use BI?

MILES-PICKUP: Well, it's a pretty important part of the job that I'm in right now with the Behavioural Insights Group, so I intend to keep using it there. But I would say more broadly, I find myself really blessed to have such passion and interest in so many different things. For me, it's not one sort of specialized area that I feel really passionate about, but it's sort of all over. And as I think I said earlier, for me, it's really about people and creating better outcomes for people. So whether I continue to work with the Behavioural Insights Team or move on to a different ministry, work in public policy, work in finance, go back to the nonprofit sector, all of this centers around people and being able to create those better outcomes for people.

And I think that by having behavioral insights, and this background and information and knowledge of theory and skills, it allows me to have a more realistic understanding of human behaviour. And by having that realistic understanding of human behaviour, we're able to build better policies and designs and programs and services around them that actually makes them influential and important and helpful in people's lives. So I think no matter what I do, it will be an important, you're right, it's very hard not to say toolkit, tool in my toolkit as I progress, but for the time being, my time with the Behavioural Insights Group, it's a pretty important piece of my day to day work.

APPELT: Absolutely. Yeah. And I love what you're saying about it does apply to so many areas and challenges. So kind of wherever your career takes you when you have so many different directions you could go, you can see it fitting kind of seamlessly into to any of those directions. Well, I could talk to you forever, but I think we are probably running against time and I don't want to keep you over, so I'll ask if you have a message for our new practitioners in training.

MILES-PICKUP: I do. I think we really chatted about the importance of that scoping phase. And I want to reinforce that it's so easy to come up with all of these great solutions, but the heart of BI is just how context specific everything is. So take the time to understand the context, take the time to understand the problem, take the time to understand the population.

The other would be don't get discouraged by null results. Using behavioural insights really is a journey. And there's incredible things that you can find along the way. And teaser, you will learn more about that from our presentation at BIG Difference BC, but you but you find out all kinds of things that you wouldn't necessarily find out and null results are just as important as a statistically significant result. So don't be discouraged if things don't go as planned, embrace mixed methods. I think we ended up using best practices in user experience, in service design. We had multiple different ways of looking at the problem and it didn't feel right to not integrate them. So that was an important part for us.

And then I think the last thing would be just have fun. I am so grateful for the team that I had and being able to learn from them and embracing their different backgrounds. We started today with a question of the day. I think Kirstin had mentioned that you've embraced that for the class as well. It's such a fun way to get to know one another, and take some of that pressure off because we ourselves are human. We're going to fall prey to the same biases that we're studying. So take the time to just get to know each other a little bit, keep yourselves in check.

And then the last one would be to bring BI into everything you do, particularly your communications. I feel really guilty of writing things at a grade twelve level or from a policy perspective. So really take the opportunity to stop and think about how can you make this easier, more attractive, more social and more timely?

APPELT: Absolutely. Yeah, you said I like the meta piece of apply to BI even when you're just chatting or emailing. But they also like the meta piece of like not only scope the problem, but scope the team, get to know the team before you dive into the projects. I love that. Any last thoughts? Questions I should have asked and didn't?

MILES-PICKUP: No, I think we covered a lot of it. I hope this core cohort has an incredible time. I look forward to getting to know some of them as we go through some of these and ask lots of questions.

APPELT: Yeah, that's a good one. Well, thank you, Lindsay. I had high hopes for this episode, but of course, you've exceeded them. So it's been a real pleasure to talk to you today. And I'm excited to continue to watch your BI journey. So thank you for joining us today.

MILES-PICKUP: Thank you, Kirstin.

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