



“Episode 68: "How Behavioural Insights & Change Management Intersect”

with Yarnel Bender, Associate Vice President, Corporate Change Management & Communications, at TD Bank

Changing behaviour and managing change are two inextricably linked processes. As someone who is both a change management expert and a BI practitioner, Yarnel Bender is the perfect person to talk us through how these two tools complement and enrich each other. We also talk about how to use BI in everyday work, how to communicate about BI, and the value of bringing your own background and expertise into your BI practice.

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 & Society or DIBS for short. Today we’re calling DIBS on Yarnel Bender.

Yarnel is Associate Vice President, Corporate Change Management and Communications at TD Bank, and she's also a graduate of the Advanced Professional Certificate in Behavioural Insights. We were so lucky to have her brilliant mind and positive attitude in the class of 2023, and so I'm really excited to have a chance to chat with her again today. So welcome to the podcast, Yarnel.

YARNEL BENDER, GUEST: Thanks so much, Kirstin. That's such a kind introduction.

APPELT: Well, it's well-deserved. So, I know you, but not everyone else does. Can you start by telling us a little bit about yourself?

BENDER: So, as you said, I am the Associate Vice President of Change Management and Communications at TD Bank. So, what that means is I lead a team of change management and communications professionals and we work on projects and initiatives around the bank that help colleagues embrace the change that we are launching to them.

On the more personal side, I describe myself as an extremely curious person who's driven by continuous learning and new ideas, which is part of the reason that I ended up in the BI program last year, and I'm really a bit of an academic at heart. So, while I have come to appreciate the need for practicality and implementable ideas in the context of business, there's a part of me that just wants to learn for the sake of learning, and I really got to scratch both of those itches in the program.

And on the average day today, when I'm not at work, you might find me cooking, drinking wine, hiking in the Gatineau Hills. And I've also been a professional tap dancer, so I like a lot of variation and adventure in my life.

APPELT: What a perfect person to be working in change management. Well, I think you're starting to allude to this, but maybe you can tell us a little bit more about your path to BI, because I always think it's really fascinating that we all tend to get there through side roads rather than a direct A to B path. So how did you get to BI?

BENDER: The way I got into BI and to change management were both not very linear routes. So, my background and undergraduate degree is in biochemistry and biotechnology, which means that my first real job out of university was running PCR tests in a lab. The same PCR tests we all became pretty familiar with in the last couple of years.

And after a couple of years of doing that, I realized that I needed the change, I needed that once a year change. And I really wanted to talk to people and not test tubes for the rest of my life. And so I took a step out of the lab and I went back to school to do an MBA, which was timely because the organization I was working in was going through a massive transformation at the time, and I put my hand up and said, "I want to help. I'm learning all these things at business school, I don't really know how to apply them yet, but I really want to help in this big change".

And I was naturally drawn to the people side of change, which is really how do we help colleagues and or the people move through all these things that are happening to them. And so, as we were implementing that, that's when I discovered, what change management is as a discipline. And I got trained and certified in change management. And what always really interested me in that was the psychology of change. Why do people respond in certain ways to different things that happen to them? And how do we get in our own ways as we're trying to make change in our lives? So, I found the psychology side really interesting.

Over time, I started listening to podcasts and reading books about things like this, and in particular it was the "Freakonomics" podcast that got me totally hooked on behavioural economics. I'm sure many of your listeners will be familiar and ended up in this field for the same reason. And I could start to see right away how some of the ideas from Freakonomics or behavioural economics could be applied into the change management work. But I didn't know how to translate them. I didn't really know how to take them from ideas that I heard on a podcast and start to apply them in my day-to-day work.

And, I was actually at a training program about a year and a half ago at TD, a leadership training program, and we had a behavioural scientist come in and teach one of those courses. And after she left that day, I said, "Enough is enough. I have to stop thinking about this and I need to do something about it." So I reached out to the Behavioural Economics and Action at Rotman program, and they put me in touch with you, Kirstin, and the UBC-DIBS program. And a week later I started the class.

APPELT: I love that. Love that we could be part of one of your annual quests for change. Well, one of the things I'm really excited to talk about is in fact the BI by change management intersection, because that's something we often get asked about how to change management and applied behavioural science interact. And I always have very surface level answers. So having an expert like you on the podcast, I'm excited to do a bit of a deep dive on that question.

But I thought maybe we should be really clear upfront and define terms. So can you define what change management is to start us off?

BENDER: Yeah. Like many of these types of behaviour change disciplines, there's lots of definitions out there, but at its heart it's really about how do we prepare people to adopt the changes that are being implemented and how things are changing in their job.

So, let's imagine that an organization is implementing a new technology system, and that will also mean there's new business processes, maybe new reporting that people need to produce. What change managers do as we come in and apply a structured approach for analyzing the changes, and particularly the impacts on

people, and how they do their day-to-day work. And we understand what are going to be their resistance or barrier points. What are they going to be excited about?

We take all of that and we build targeted plans for each stakeholder group for how we're going to prepare and support them. That will include things like bringing colleagues into the change process. It could include things like focus groups and interviewing so that we can hear their perspective. It'll include things like communications, training, creating a compelling vision for the future, working with leaders to make sure we have everyone aligned.

So sometimes I like to say this is how do we help people be ready, willing, and able to adapt to the change that is happening to them. And all three of those things are true, willingness often being the hardest one, but ready, willing and able to adapt change.

APPELT: I love that little, I guess it's not an acronym, but the little tagline for that. Reminds me of EAST and things like that. So, I'm already starting to see parallels here. So, I think we can say that they're both about behaviour change. How do you think we bring them together to work effectively?

BENDER: So, this is what I was actually hoping to get out of the BI program was I had this vision that I would create almost a novel field or my own theories on how BI and change management could come together. And that is still what I'm pursuing and figuring out.

But earlier this summer, as ChatGPT was becoming quite popular, the second thing I ever typed into ChatGPT was, "What is the intersection between behavioural insights and change management?" And ChatGPT spat out a beautifully eloquent explanation of the overlaps of the intersections and how the two of them could work well together. And I thought to myself, "Oh, well, so much for that idea, a grand idea that I was going to create this sort of new hybrid field of BI and change management".

But, you know, as you said, they both are tools in the behaviour change tool kit. They're each grounded in psychology and an understanding of how people change. One thing that I think is a little bit different sometimes about the two of them is in BI we tend to talk about how do we help people make the changes that they themselves already want to make and follow through on that intention-action gap.

Whereas in change management, we're often helping people adopt and adapt to change that they didn't necessarily choose for themselves, but that organizations had chosen for them. So, I do think there is a bit of a difference, but underpinning both of them is really about psychology of change. And for me, I think really well-rounded behaviour change experts really need to have all of these toolkit and others in their tool belt so that they can be those best advisors to their partners as they can.

APPELT: Yeah, that's a really good point, that there's different types of changes we're all navigating and so different tools will be best positioned to help for different types of changes. And thinking about that, I think one of the things I've seen is that often the different tools in the behaviour change toolkit are more complementary than antagonistic, and they often actually strengthen each other. So, if we think about that, let's think about each side of that.

So first let's talk about how we think BI can enrich the practice of change management and then we'll flip it and look at the other side.

BENDER: Sure. So, thinking about how we can take elements of BI and apply them to making change management more successful. I think there are lots of things in the BI tool kit and in the RIDE model that we

can apply. One of the first ones that come to mind to me is behaviour trees. Instantly, when I was taking the program, I thought to myself, as we learn this tool of a behaviour tree, how I've never done anything like that in change management. And often we're trying to change behaviour.

So how could I apply a tool like the behaviour tree to really distill down into what are the specific behaviours we're trying to change, and who are all the actors that have an influence over those types of behaviours? That's easily a tool we could bring into stakeholder impact assessments, for example, in the change management space. Another one I think about is the exploratory research methodology.

And so in change management, we often do a lot of interviews, surveys, focus groups as we're trying to get a pulse check on how individuals are feeling throughout the change curve and what are the blockers or barriers that they're facing, whether they're understanding or willingness, that ready, willing, able. And so, most of us are not trained in exploratory research and change management. We've kind of picked up how to do surveys and focus groups over time. And I learned so much in the program from how we can make sure we're creating unbiased exploratory research or just more effective exploratory research. I think a lot of that could be applied in to change management. A couple more that come to mind.

One is data and measurement. We're seeing a much bigger emphasis in the past few years on quantifying the value that change management has had on an initiative, and that requires us to actually measure the outcomes of the change and often to measure the behaviour change itself. And as a change manager, no one really taught me how to do that.

And so, I've thought a lot about the data and measurement pieces that we've learned in the RIDE model and how do we actually get crisp on what is the exact behaviour that we are trying to change, and what are those quantitative markers that would actually show us whether or not the behaviour has been changed? So, I think that we can bring a lot of that into change management and move away from things like I executed the change activities, I socialized with the leaders as the measurement, but actually focus on the outcomes.

Another way I think we can apply BI and change management is communications. We do a lot of communications in change management. Obviously, if you're trying to get people to be aware, ready, excited about a change, they need to know that it's happening and it needs to be compelling. And I think what I learned from the BI program and in particular from the EAST framework is how can I start to make the communications that both I send as a business professional, but also that change managers send or communications professionals craft for leaders in a way that is going to really resonate with the audience.

And so, can we make them more visually appealing? Can we make them easier to understand, breaking up the information differently, layout, all those sorts of things that we think about in the EAST framework and that many of your students will be putting into practice in their Capstone projects.

I was giving a presentation last year on how we can start to apply BI in change management, and this is one of the things that I focused on was how do we bring the EAST framework into our communications. And one of my very seasoned change management friends said to me, "So that 30 page job aid that I published yesterday probably wasn't the most effective way to communicate the change". No, probably it wasn't. So, we had a good laugh at that. But I really think that people are starting to take that one to heart. I think that's an easy baby step, is to think about the way that we communicate.

And lastly, I start to think about how do we bring elements of BI into change management in an ethical way. And often when I have conversations with people or when I've given presentations about starting to bring BI into change management, I get questions about "Is this ethical, how do I do this in a way that is not

manipulative?”. And I think what I've had to really accept is the reality is not every change manager is going to become a BI expert. And so, as we start to bring elements of BI into change management, we do need to be really cognizant of the ethics. And what I've tried to emphasize with people is to start with those smaller steps and really start with the nudges or the BI insights that are really well-tested in a broad array of different scenarios.

And so, things like applying EAST to communications are probably relatively safe, perhaps starting to default people into changes in a different way, you know, something you might need to pause and think a lot more about. And so, I've talked a lot about thinking about reputational risk is the way that we would often refer to this in companies. And so, if this were to get out to the media or to the publicity principle, if this were to get out to the media, would we feel safe about this? And so, I'm just trying to use some internal language to bring the idea of ethics to life within these conversations.

APPELT: Wow. That's so rich, I feel like I've got a full Post-it note of insights from that. I love what you're saying about, you know, kind of walking just through RIDE, talking about the trees, exploratory research, the measurement piece, the communications. And I like that you said that's an easy baby step because actually I find that that's one of those ones where I often talk the talk more than I walk the walk. I look at the emails I just send, that's like, “Well, that should have been half a page shorter. I didn't need to include all the 'if, thens.'”.

But then I also really like what you brought up about ethics and how when we're first starting to bring BI into our practices, we need to stick with what's tried and true. And also, I think what you said about publicity principle and transparency is really important. We want to feel good about the tools we're using. We want to make sure we're not doing them in a sneaky way where we're catching the decision makers off guard and they're not feeling comfortable with what we're providing in terms of choice architecture of support. I think that's a really great point.

BENDER: Yeah, I think it's even more important in change management because as I said earlier, we're often working in a situation in change management where we're implementing a change that the decision maker did not necessarily choose for themselves.

Obviously, everyone has a choice at the end of the day as to whether or not they want to continue to work in an organization that's making those sorts of changes. But, you know, really, it's not as though most employees have a lot of say over some of the organizational changes that are happening to them. And so, I think we need to be extra cautious on the ethics and the publicity, transparency and all those principles in a situation where the choosers themselves actually did not necessarily choose this change.

APPELT: Yeah. And where freedom of choice is maybe a bit limited, like you said you could, you could leave the job, but that's a pretty big friction cost of going a different way. It's not just a quick, easy decision. So, making sure that we're very cognizant of any time we're limiting freedom of choice and how we're doing that.

BENDER: Yeah, that's a great point. Absolutely.

APPELT: Well, moving to the other side of our equation, what are some of the ways that change management can improve and enrich the practice of behavioural insights?

BENDER: So, when I think about applying change management to behavioural insights, I think about our Capstone project that we did as part of the BI certificate program, and three things come to mind. The first one is fairly simple, which is we need to talk to people in their language and understanding the stakeholders

we're working with. And so, as we're doing BI projects, recognizing that we have a diverse group of stakeholders that we're partnering with, it's our job as BI practitioners to tailor our communications and our way of engaging to each of them.

And so, you might be working with a project manager and someone from legal and someone from business, and each of them are going to have a different way that they think about the world and the work that they're doing. So, you're going to want to talk to your project manager about timelines, deliverables, and milestones, whereas you're going to want to talk to the business leader about the value and the outcomes of the project you're trying to drive. And so, I think that's something in change management. We really think about our stakeholders and tailoring the message, and I think that's really important in BI that we can leverage over.

The second one is I actually did a stakeholder mapping exercise for our BI capstone project. I sat down with myself and the folks who knew the business well, that we were working with, and we mapped out who were the key stakeholders that were either impacted by the BI project we were trying to launch, or could influence the BI project that we were trying to launch.

And in change management, there's a stakeholder matrix that we often use around impact and influence to decide how we're going to engage with different stakeholders. So, I did that. And from there we built a customized engagement plan for how we were going to work with each of those stakeholders, and when we needed to include them in the project based on what degree of impact they had or what degree of influence they had over our success.

For example, we knew that we would need our risk and compliance and legal partners at the table to give a final approval on the implementation of our BI experiment. But we also knew that it would be important to bring them along the journey with us. It wasn't going to be good enough to show up at the last minute and ask them to approve our BI solution. So, we needed them to be part of quote unquote "the journey of the BI project".

And so, we took the time upfront to spend some time educating them on BI and what it could do and what are some of the benefits. And for me, that was such a win when we were in the last stages of getting approval to launch our project, and one of those partners said back to us, "Can you help me understand what is the behavioural science behind this particular solution and why do you think this will work?"

And it was such a win because I knew we had educated them along the way, which is great for capacity and capability building in the organization. But it also helped to get to yes faster because they had been part of the process. So, I think about bringing people along and really thinking through who your stakeholders are and how to engage with them is something that's from change management that could be applied in BI projects.

And then the last thing I think about is bringing change management into BI projects is a very literal application of change management to your project, which is as you are launching your BI solution, quite likely, people in your partner organization are going to have to do something different, whether they are collecting a new data point, producing a new report, maybe they used to produce a report monthly, and now you're going to ask them to do it daily.

In our case, we needed some of the employees at the organization to actually do data entry for us on a regular basis because we had a manual process for our Test and Learn project. And that in and of itself is a change for those employees day job. And so we need to remember that we need to help them understand the what's in it

for me, the big picture. The benefits of doing this test and learn or this experiment so that they will be willing to help us in implementing our project. We also need to think about who might not be directly impacted by our BI project, but maybe who are some of the ancillary stakeholders.

So, in our case, we had a group of colleagues who they themselves were not actually going to be part of the Test and Learn project or the experiment itself, but they may have to answer questions or escalations from other people who were participants in the study. And so, we needed to make sure they were well prepared in advance. So, we built communications and frequently asked questions and those sorts of things, did some training sessions, to make sure that we could actually implement our experiment, and everybody else in the ecosystem was ready to play their part.

APPELT: Once again, I love what you're saying, and I think a lot of it to me comes down to just being cognizant of the fact that when you're doing a BI project, you're asking change of people in the organization. So, it often reminds me of how we say like, you need to turn a BI lens on your BI project, which is hard to do because you're getting meta you're like, "We do a behaviour tree for the behaviour we're trying to change and then for how we're going to integrate the solution".

But I think it's very true, we have to be thinking of how do we make our messages work for people who are going to be involved in the project. And at every stage, if we're asking people to do surveys or focus groups, if we're asking them to change processes as part of the BI solution, all of that involves change. And so, we want to think through how do we make people ready, willing and able, like you said, from change management, and then how can we make it easier, more attractive, social, timely for them to get there?

So I, in other words, I am all for your new combined practice of change management behavioural science. And I think that would be I think, like you said, they're just so mutually enriching. So, there's so much scope there for them to improve each other. So that is really exciting.

One of the other things I wanted to ask you about is just reflecting now that you're a few months out of the Certificate program and you've had time and space. Well, probably first, just time and space to sleep, take vacations, spend time with loved ones. But maybe also you've had some time to think about how you might leverage BI in your day-to-day work. It sounds like you've already been thinking about this quite a bit. Is there opportunities you're seeing to use BI in the day-to-day? What are you up to on that front?

BENDER: Yeah. You know, when I started the program, I actually was thinking to myself, "Honestly, is this something I want to do full time? And do I want to maybe get further education in BI and actually make a hard career pivot out of change management and focus on BI?". And I've decided that I don't think that's the right step for me.

I really think that there is an opportunity to bring BI into so many different disciplines and occupations, and that instead it'll be a differentiator for me in my day job, rather than the sole focus of my career. So, I am trying to figure out how to bring it in to everything I do.

You mentioned before that communication may be easier said than done and that sometimes you struggle. Maybe we could take half a paragraph out of that email. I too am still working on that, but I have been thinking a lot about in every communication I write, just every email, every text message "How do I make this simpler?". I'm using a lot more bullet points and making sure my message, the key message is up front and center. It's clear I'm using bolding and spacing and all those sorts of things in the messages I write. So, I'm sure my colleagues would comment on the fact that they've seen my writing style evolve.

I've also been able to connect with other people who have similar interests who are doing similar work. So, we're fortunate. As you mentioned, I work at TD Bank, and we've started a little community of practice for BI practitioners across the organization who are working in different areas. And so, it's been really great to be able to have some people who want to talk shop on the same sort of topics, and that keeps the interest fresh for me.

So, I really encourage anyone who's not going to pursue BI as a full-time career, if you want to keep this fresh, find other people who you can have some sort of a journal club or some sort of infrequent meeting. And then we have actually started to bring BI into our change management work at TD. And this is what I'm hoping to do more of moving forward. I've had the opportunity to create and host a couple of learning sessions for our change management community and introduced some of the frameworks and really just start with some basic education on what is behavioural economics, behavioural science, behavioural insights.

We don't get too fussed on the language in our organization and just really try to introduce some of the background and particularly on human biases and why people behave the way that they do, because that can help to inform how we think about resistance to change, for example, or the types of tactics that might be more effective.

So, using social norming and those sorts of things. So, I've done some learning sessions myself. I also got to fulfill a bucket list lifelong dream of mine, which was to bring in and host Katy Milkman for a speaker series talk. And so, we have been starting, I will say, gently with some education for change managers about behavioural insights.

What I'd like to do next is I don't necessarily think that democratizing BI across all of our different change managers in the bank is the only way to bring this to life. And so I am looking at how do I create a bit more specialization, whether that means do we need to upskill a few more change management practitioners on BI so we can have a bit of a SWAT team that can work on really high complexity projects or where the value is greatest, or can we start to embed elements of BI into our change management methodology itself?

Something that's been really exciting for me that I'm looking forward to is how do we bring BI into colleague facing opportunities so HR and change management as opposed to necessarily customer facing applications which is traditionally where we've seen most of BI be applied either to policy or marketing typefaces. And so, for me, I think there's just a huge opportunity when we think about colleague well-being and creating safe and inclusive and diverse spaces in the workplace that we can bring BI into those spaces. So, I'm really excited to pursue that.

APPELT: Yeah, I think that is a certainly under publicized part of BI, I think there is, like you said, a lot of potential there. And I think going back to what you were saying about communications, I often find myself doing the exact same things, trying to EASY up my emails, etcetera.

And I think it does sometimes strike me that part of BI is recognizing that as the choice architect, it's your responsibility to do the lifting instead of having the recipient do the lifting. So, it might take you a few minutes longer to do, or hopefully a few seconds, not minutes, for an email to make sure your email is easy and has the action items highlighted.

But then the downstream savings, it's I guess it's a stitch in time saves nine, so getting your email nice and out from that means that the recipient is going to be able to respond faster and then you'll get whatever you were requesting in the email will happen faster. So that insight was particularly resonating for me.

But I also love, like you, what you were saying about all the different opportunities to bring it in. Picking up on this communication thread though, since that seems to be the buzzword of the day, I know that you have been talking with different leaders in your organization and like we said, there's various terminologies out there. Is it behavioural science, behavioural insights, behavioural economics. We could do whole podcast on the technical definitions. But since BI is still a bit of an emerging practice, how are you talking about BI with these different folks to help them understand the value?

BENDER: I am evolving the way that I do that, and I have learned this lesson the hard way by trying it a few times and having it not resonate. Or you can see the blank look on the leader's face when I realize that they have no idea what I'm talking about. And I think the most important thing that we need to do is to remember that not everyone is as excited about behavioural insights as we are. And like you just said, Kirstin, it is our responsibility to do some of the heavy lifting to make it easy for them.

And so let me tell you a little story. I was explaining to a senior executive, about six months ago, that I was taking this program and I was really excited about it and trying to articulate how I thought that we could bring more of this into change management and into the way that we run our organization. And I said, you know, behavioural insights, it's about leveraging the insights from psychology about how people make decisions and it influences their behaviour, and in return, I got a story from the leader about the time that they were analyzed by a psychologist.

And what I realized was I used the word "psychology", and they immediately went to the individual psychology with the vision of someone lying on a couch sharing their deepest, darkest secrets. And I realize there's no way for me to recover from that. I could not re-explain myself. I tried, but he had anchored that vision of psychology in his mind. And now I couldn't articulate what behavioural insights was about and how he couldn't make the leap to how this could possibly apply broadly across the organization.

And so, in retrospect, I would have communicated it completely different to him. I would have left out the psychology part entirely, because that's what excites me about behavioural insights. It's not necessarily what would have excited him, and I would have said something like "It's an innovative approach to test and learning new solutions that can help us measurably improve business outcomes by understanding and addressing the behaviours that people are trying to change".

Lots of corporate words in there, but I would have really focused on, I would have focused on innovation, I would have focused on measurably improving business outcomes, and I would have talked about test and learn, which I've said a few times through this podcast, or experimentation, the word "experimentation" doesn't necessarily land as much. And so, I would have talked about how do we continuously learn almost agile style about how we can improve outcomes.

So, I thought a lot about that. And I've learned and I'm trying different tactics now for how to explain what BI is to leaders. I think I'm a little closer. I don't think I've quite got it right yet.

APPELT: You're testing and learning with the message about testing and learning, I love it.

BENDER: Correct.

APPELT: Yeah. And as someone who has a Ph.D. in psychology, and has had every person I've ever told say, "Oh, do you know what I'm thinking, then?" It's like, no, not that kind of psychology. It's a broad field. Psychiatry and counseling, and then there's this whole other stream about how we make decisions. So, I absolutely resonate.

And I think too even just that little nugget you tossed in about experiment can be a bit of a dirty word for some people. They just have different associations with different terminology. And I think this is probably something in change management as well as just being cognizant of how different terms land with different audiences, because we all have our jargons and sometimes that could be actually a project breaker as you just introduce something with different terminology. And so, the understanding is so different that it's, you know, kind of one of their taboo words of "Oh, we can't experiment in this context or we don't want to do psychology on these people." So being very cognizant of the language we're using, I think that's a really important point.

BENDER: Yeah, absolutely. I think language is so powerful. There's a quote that we often refer to in change management that says if you speak to someone in a language that they understand, that will go to their head. But if you speak to someone in their language, that will go to their heart. And that's been something I've carried through.

And so we're doing the same thing in change management as well as we're trying to build our change management expertise, and practices around the organization, as we realize we speak "change management speak" to our business leaders. And again, we're really excited about it, but we need to focus on speaking their language. So I think the same applies in BI.

APPELT: Yeah, absolutely. I think your quote really captures what we're talking about and I love that as a starting to conclude message. So as we get into that wrap up, what is your message for our new BI practitioners in training?

BENDER: Firstly, I'll say hang in there. You said before, Kirstin, I probably enjoyed some time off, and I certainly did enjoy some downtime this summer after the program, but I will say it is extremely rewarding, and so, do hang in there. I often refer to the cat poster of the cat hanging off the tree. You'll make it through. It will be worth it, I promise.

The other message I have for your BI practitioners in training is to really remember your unique gifts and your perspective that you bring to BI work. I think sometimes when we get into a new program, we try to be all immersed in that discipline. Almost become a BI robot and we think and breathe like a BI practitioner. But don't forget that you have many valuable experiences and other perspectives that you can bring to this work. Just like I bring change management to my BI work, other people are going to bring Lean Six Sigma or project management, or just experience living a life as a human interacting with other humans.

And so, I would say don't get too hung up on being the perfect BI practitioner. Be you with a BI lens.

APPELT: I love that. And I think that's one of the things that I really love about the program and behavioural science in general is that people are bringing these different lenses and they're so complementary. And I mean, that was what we talked about today is how different approaches can enrich BI and BI can enrich those approaches.

So I think that's a perfect message. Well, any last thoughts? Anything I should have asked and didn't?

BENDER: I would just say stay curious, have fun, and the possibilities are truly endless for how you can apply BI to your work, and apply your expertise to BI.

APPELT: Awesome. What a perfect end. Well, thank you. This has been such a treat to spend some time in your brain. And I think the intersection of BI and change management looks really bright with folks like you at the wheel. So I can't wait to see what else you do. And thank you so much for joining us today, Yarnel.

BENDER: Thank you so much for having me, Kirstin. And thanks to our listeners for joining another episode of Calling DIBS.
