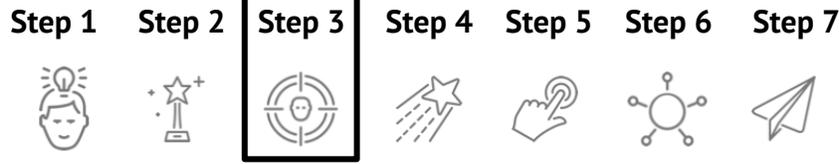


Method #3: Crispify



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Where You Stand Now

Magicwanding can lead to a big set of potential target behaviors. But most of those behaviors will be too abstract at this point. That's okay. It's normal.

To design a solution, you eventually need to focus on **specific** behaviors. That's why Behavior Design gives you a way to take those fuzzy behaviors and get really specific. This method creates optimism—"We can actually do that!"—versus an idea that is fuzzy and abstract.

Your Next Step: Crispifying

Crispify is a Behavior Design method to transform fuzzy behaviors into crispy target behaviors. The result is that your teammates all **understand the behaviors in the same way**. You want to get rid of any ambiguity that may lead to miscommunication or misunderstanding.

How to Crispify

As you set out to Crispify, you take each behavior from Magicwanding and ask these questions:

- **Who** is doing **what behavior**?
- Is this a **one-time behavior**? Or does it happen **repeatedly**? Or just for a **period of time**?

In practical terms, this means you'll do some rewriting: **You will replace your old post-it notes with new post-it notes** of crispy behaviors.

You transform your fuzzy behaviors statements of **who is doing what** and **for how long**. This new level of crisp understanding gets you and your team more connected to the user and how readily this new behavior can drop into place in their lives.

Thinking again of Meg's water conservation project, let's look at three examples of fuzzy vs. crispy behaviors.

You'll see that the fuzzy examples are reasonable. They seem like behaviors that can be communicated in simple language. However, in reality each statement can be further tightened so that the meaning is obvious to all.

Everyone understanding the behaviors the same way means you've successfully done the Crispify method. Your Behavior Design process is that much more effective and efficient.

Behavior #1

Fuzzy statement of behavior

"Residents fix leaks in their sprinklers."

Crispification process

Who?

"Southern California residents with high water bills . . ."

What behavior?

" . . . call local leak service company to fix sprinkler on the upcoming Sunday . . ."

Frequency?

" . . . one time."

Crispy Version

"Southern California residents with high water bills call local leak service company to fix sprinkler on the upcoming Sunday—one time."

Behavior #2

Fuzzy statement of behavior

"Farmers change their system to a drip-irrigation system."

Crispification process

Who?

"Senior vegetable farmers who have been in business for over 10 years . . ."

What behavior?

" . . . replace sprinkler system to drip-irrigation system during their first low-yield month. . ."

Frequency?

" . . . one time."

Crispy Version

"Senior vegetable farmers who have been in business for over 10 years replace sprinkler system to drip-irrigation system during their first low-yield month—one time."

What is Behavior Design?

Behavior Design is a new field that BJ Fogg started in collaboration with researchers in his Stanford lab. Over the past 10 years, he has created a set of models and methods for Behavior Design. Models are ways of thinking, methods are ways of doing or designing.

How to Crispify (cont.)

Behavior #3

Fuzzy statement of behavior

“All students at California universities install auto-timers on all dorm showers.”

Crispification process

Who?

“Students at Stanford University. . .”

What behavior?

“. . . install auto-timers on all undergraduate dorm showers. . .”

Frequency?

“. . . one time, starting on the first day of summer and finishing by the end of the summer quarter.”

Crispy Version

Students at Stanford University install auto-timers on all undergraduate dorm showers one-time, starting on the first day of summer and finishing by the end of the summer quarter.

Reflect on a project that you’re working on right now. Is there a clear answer to **“Who is doing what behavior?”** Is the behavior frequency clear? If not, then the statement is still too fuzzy. You may find our Crispification Guide helpful, a resource you’ll find later in this guide.

When you focus on crispifying behaviors, **you decrease personal attachment to “your” behavior. Why?** Because you must think how others can also understand the behavior in exactly the same way. It helps connect you to the user because you move from your biased view to a more inclusive view where everyone can understand the behavior in objectively the same way.

You might be wondering if behaviors can be too crispy. Yes, maybe. But that probably won’t be your challenge.

Let’s continue and see how Meg helps her team crispify behavior statements so each person understands the target behavior in the same exact way.

Crispification template	Objective: State the behavior clearly enough so everyone understands it in the same way.
Actor: <small>who</small> _____	
Verb: <small>is doing what</small> _____	
Duration: <small>how long (or often)</small> _____	
Technique: <small>what method or tool</small> _____	(optional) ©2019 BJ Fogg

See Crispifying in Action:

Meg and her team Crispify

Everyone excitedly shares many potential target behaviors, but some of them are a bit abstract. Meg realizes it’s time for the next step in Behavior Design.

“Great MagicWand session, everyone,” Meg says, “Now, let’s Crispify our big set of potential target behaviors.”

Meg **reminds her team**, “Remember that a crispy behavior specifies **who is doing what** (action)? And **what is the frequency** of the behavior?”

A fuzzy behavior might be ‘Employees exercise every day.’ Its crispy counterpart might be ‘Employees go on a 10-minute walk every Friday after lunch for the next month.’

Noticing that everyone gets it, Meg officially kicks off this next step: **“Let’s take five minutes to begin Crispifying** your fuzzy behaviors from before. **Write your new crispy behavior on a new sticky note.** Start!”

Five minutes later, Meg checks in with her team, “Let’s see how crispify the potential target behaviors are now.”

Mateo starts off: “I turned ‘Residents fix leaks in their sprinklers’ to this: “Southern California residents with high water bills call local leak service company to fix sprinklers on the upcoming Sunday.”

Meg praises and pushes Mateo: “Great! **How often are these Southern California residents doing this behavior?**”

Immediately, Mateo says, “once a year.”

Haruto chimes in: “I turned ‘Farmers change their system to a drip-irrigation system.’ into ‘Vegetable farmers replace their sprinkler system to drip-irrigation system during their lowest-yield month.’”

Again, Meg **recognizes the improvement while pushing for more specificity**: “Good work. **But can you Crispify ‘vegetable farmers’ a bit more?**”

“Senior vegetable farmers who have been in business for over 10 years.”

“Great! Write that down.”

Meg continues to ask for crispy potential target behaviors from her city staff and community leaders.

Once all the behavior statements are crispy, **Meg officially concludes this step in Behavior Design by having everyone pass their sticky notes with crispy behaviors** to their new intern, Ben. She asks him to neatly write up all the crispy behaviors onto new cards.

Meg and the rest of the team take a lunch break.

Online Resource

Download the Crispification Template online at bjfogg.com/templates-crispify

Deeper Dive

The most obvious part is “**who** is doing **what**.” Without that info, you can be sure the behavior is not crispy. Beyond those basic items, the behavior phrasing needs to make clear if this is a behavior done one time, or done from now on, or done for a limited period of time.

Consider this example:

Gail goes jogging at 6am.

Yes, it's clear who is doing what. And the timing is clear: 6am. But there are other timing issues that are not clear. Specifically, from the example above, can you tell if Gail is jogging just once? Or every day? Or for 5 days in a row?

So let's crispify to this:

Gail goes jogging at 6am every day this month.

That's better. But there's still another timing issue that's not clear: How long or far is Gail running?

Let's tidy that up like this:

Gail goes jogging at 6am for 18 minutes every day this month.

The previous phrasing is probably sufficiently crispy. You can get more specific, if you want. But you might just over specify, making the behavior too crispy.

In the real world, people almost never over-crispify, although it can happen. Check out how we turn this nice statement above into something heavy and unworkable. This statement is just too crispy . . . shall we call it burnt?

Gail goes jogging at 6am alone for 18 minutes at 4.5 mph around the high school track while mapping her run with Strava (under the account “SuperGail”) while wearing her spandex tights and listening to Madonna on her blue iPod Touch.

Yeow! That's just too much. **Again, you won't have to worry about folks getting too crispy because most people are drawn toward the comfort and ease of ambiguity.** Instead, you'll have to say things like: “Who is doing what? How frequently? For how long?”

Crispification is the hardest skill in Behavior Design. Even if you have a handy template, **you still need judgment: What to specify and what to leave unspecified.**

The best Crispifiers (that means “people who Crispify,” of course) know how to express an unambiguous behavior in the fewest words possible. **Brevity is a strength.**

As a world-class Behavior Designer, you should shoot for specificity and brevity at the same time. Crispification is a skill. The more you practice, the better you will get.

“Crispification is a skill. It doesn't come easily to everyone but it benefits everyone by helping them understand the behavior in the same way.”

Ninja Use of this Method

As with other methods on Behavior Design, you can Crispify in subtle ways. It doesn't always have to be part of a big design process. Whenever you hear someone talking about behavior in a fuzzy way, you can ask one of these questions:

- *As you see it, who is doing what? (When? For how long? etc.)*
- *Help me understand what you mean: What person is doing what action?*
- *If I'm watching this on a video, what does it look like?*

Consider this scenario:

You're in a meeting with wellness leaders from Google. They've made a big investment in their fitness center to create a lot of cool, innovative options for Google employees. The director of the meeting says, “**We want employees to create a daily habit of using our fitness center.**”

To the meeting director, this may sound like a specific behavior. But **as a Behavior Designer, you recognize it's still fuzzy.** You can help the director—and everyone else on the project—move forward by transforming his fuzzy statement into something more specific. **So you say this: As you envision this “daily habit,” who is doing what? ... For how long?** If you don't get a crispy answer, then try another question, perhaps this one: Okay, suppose I'm watching the “daily habit” play out on a video. What does it look like? What am I seeing?

By helping the director articulate the behavior clearly, you move the project forward, and you reduce the chance of conflict later because now everyone understands what the “daily habit” is all about. **Thanks to you, everyone on the team understands “daily habit” in the same way.**

What Comes Next

Using the Crispify method, you now have transformed each behavior wish into something specific. No ambiguity. However, at this point you may have 20, 30, or even 40 behavior options in front of you.

You can't design for all 40 options—or even 20. You need to focus. That's the next step in Behavior Design.

In the following chapter we introduce you to a method called “Focusmap.” You'll learn how to prioritize a large set of behavior options so you can focus on the best ones for your project, the ones where you can get the most traction and make the most impact.

Author Appreciation

We are deeply appreciative for Dr. Stephanie Shorter, our editor, for joining us mid-way in our journey, contributing, and sticking with us until the end.

Full Crispification Guide

Some people have a natural talent for making behaviors crispy. But most people don't. That means you and most other people will need guidance on how to express behaviors in unambiguous terms. The guide we share below can be helpful.

Online Resource

Download the Crispification Template online at bjfogg.com/templates/crispify

Crispification Guide	
Activity Basics	<ul style="list-style-type: none"> • Who? • is doing exactly what?
Timing	<ul style="list-style-type: none"> • for what duration or frequency? • at what time? • for how long?
Context / Location	<ul style="list-style-type: none"> • where? • in what context?
People	<ul style="list-style-type: none"> • with whom?
Tools and process	<ul style="list-style-type: none"> • using what tool?
Techniques	<ul style="list-style-type: none"> • at what speed or intensity? • with what outcome or result?

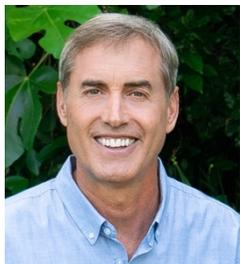
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