



# Architettura delle scelte e architettura delle relazioni

*Nicola Bellè, Scuola Sant'Anna – Laboratorio MeS*

*NUDGE DAY, stagione 4*

*14 ottobre 2022*

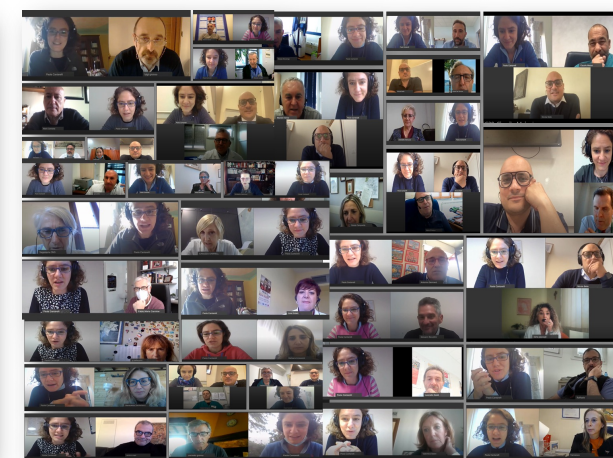
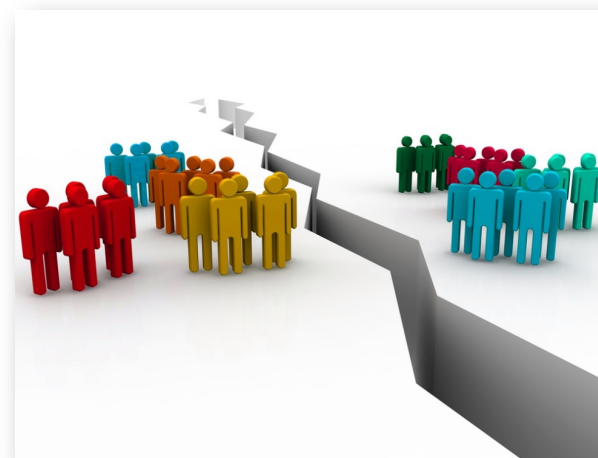
# MeS Behavioural Insights Unit



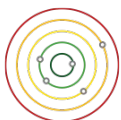
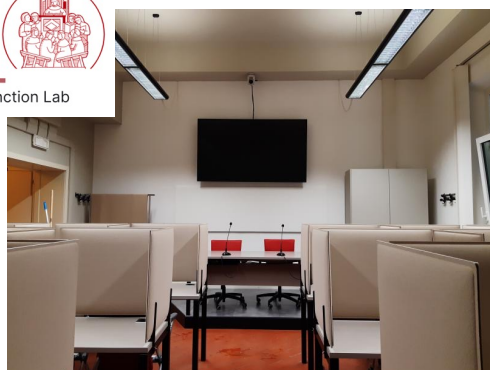
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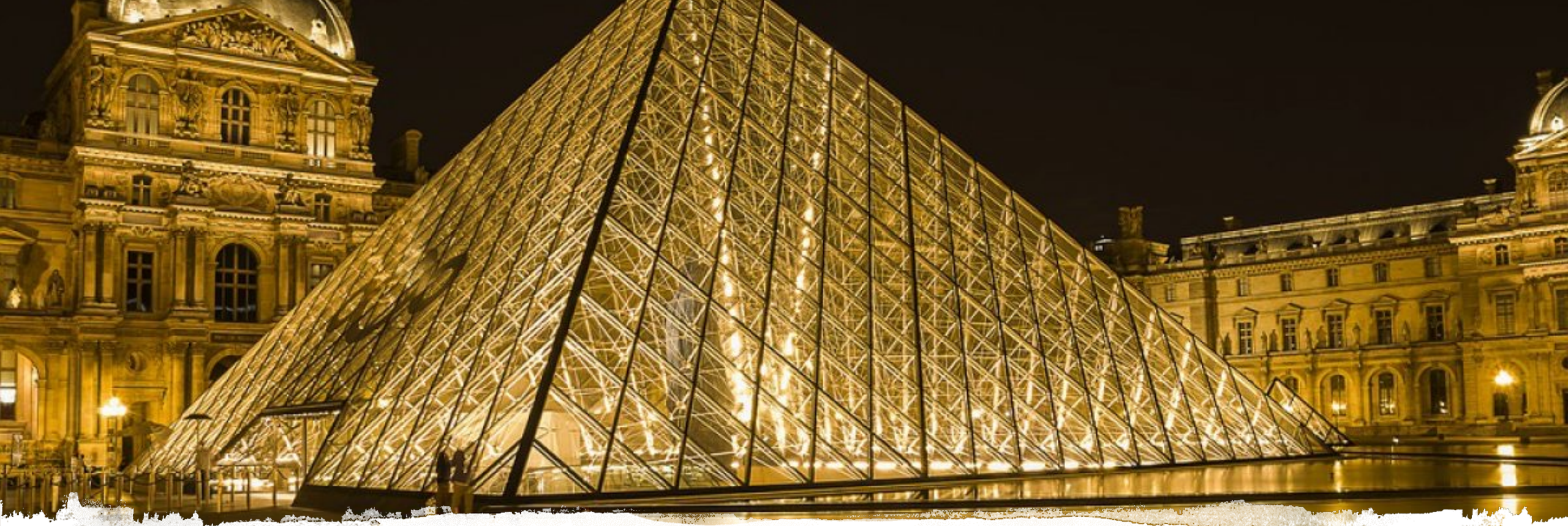
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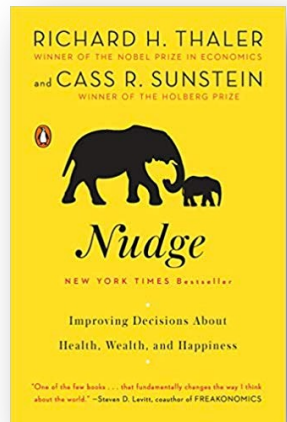
Multifunction Lab







Un *nudge* è qualsiasi aspetto dell'**architettura delle scelte** che altera il comportamento delle persone in modo prevedibile senza vietare alcuna opzione o modificare in modo significativo i loro incentivi economici.



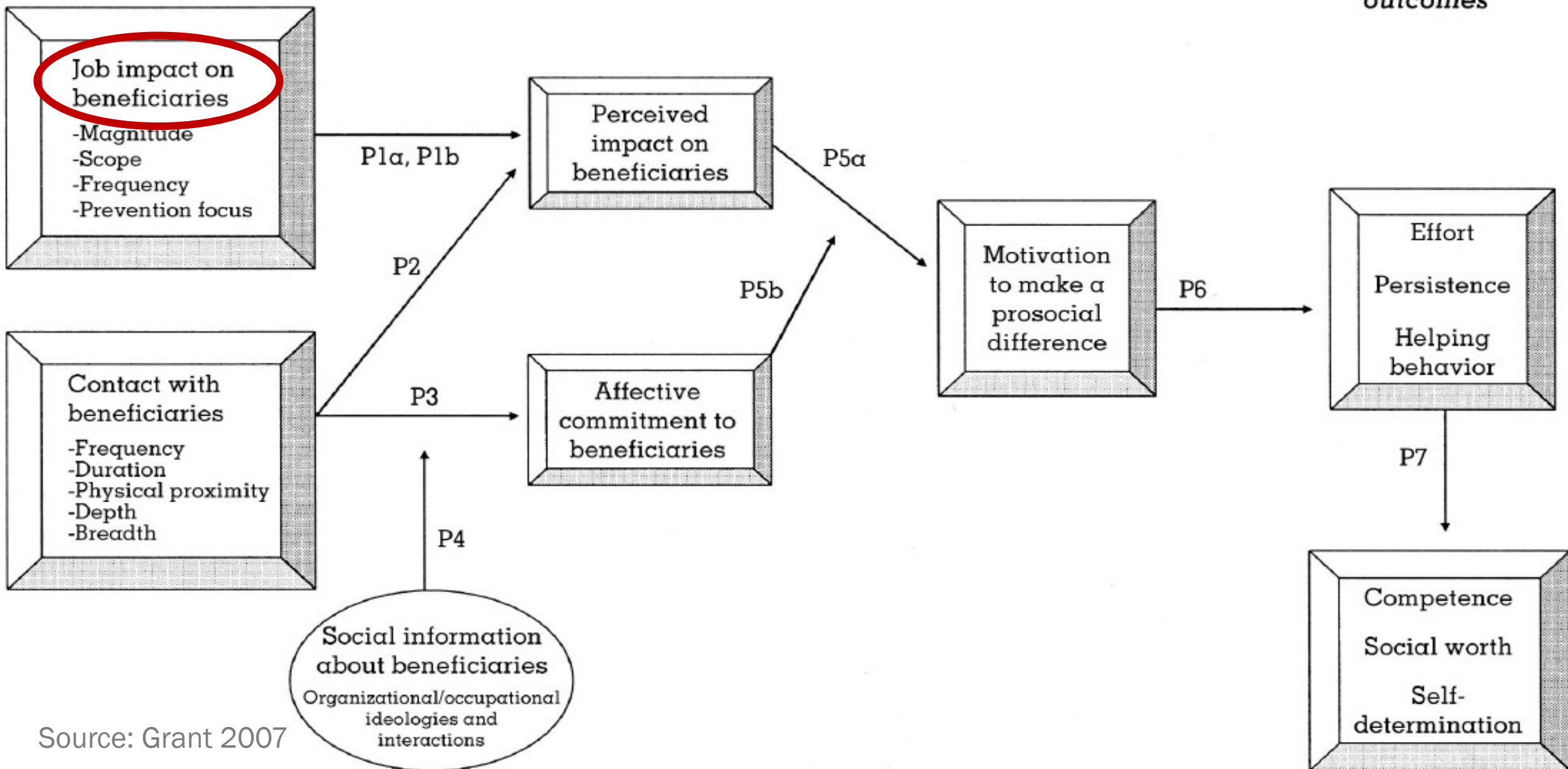


# The Job Impact Framework

## Relational job architecture

## Psychological states

## Behavior and identity outcomes





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## Vaccine

journal homepage: [www.elsevier.com/locate/vaccine](http://www.elsevier.com/locate/vaccine)

Short communication

## Nudging influenza vaccination among health care workers

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## ABSTRACT

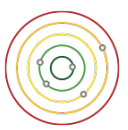
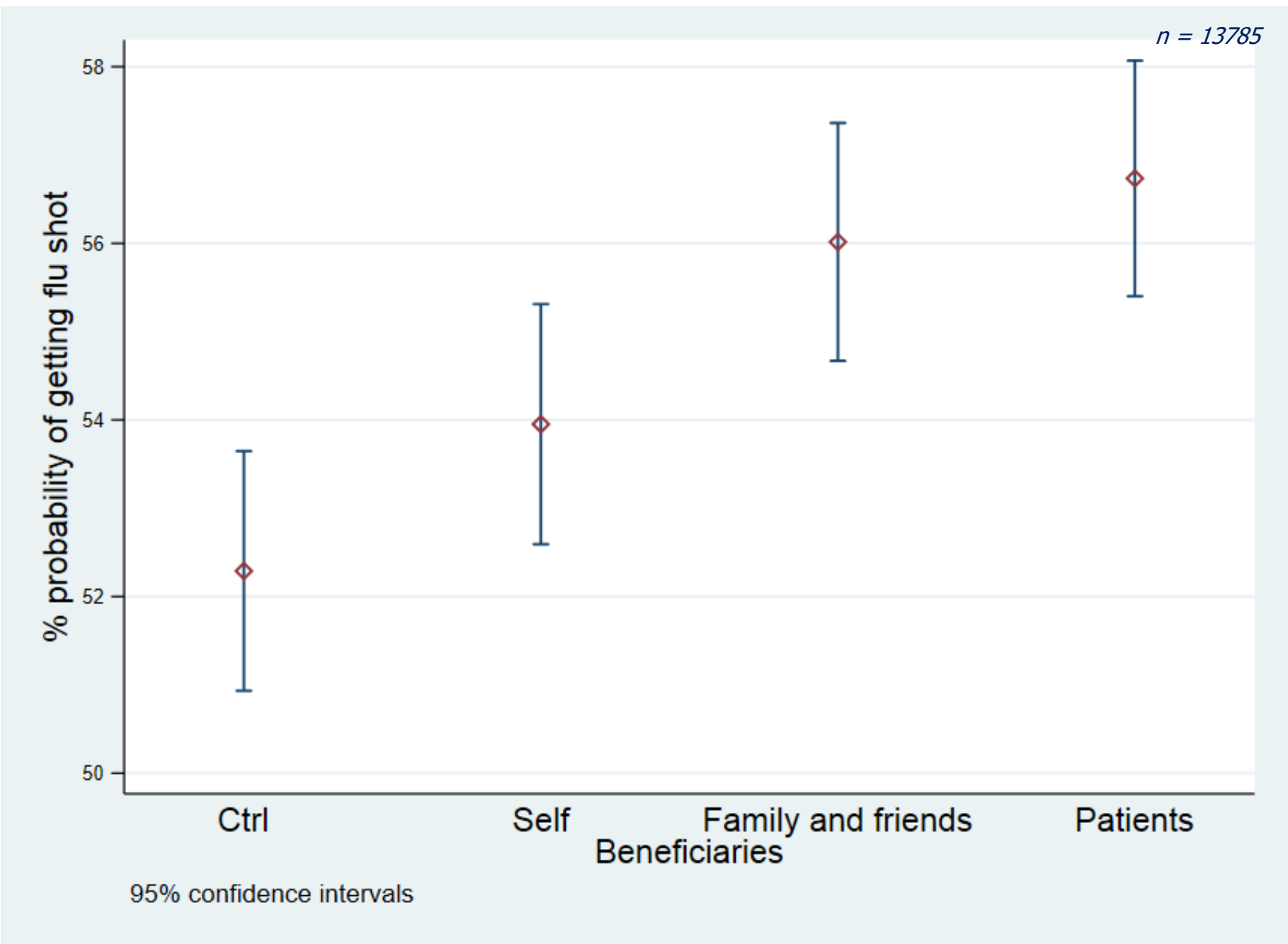
Our online randomized controlled trial on 6230 healthcare workers (HCWs) tests the impact that three nudges – social norms, reminding the impact on beneficiaries, and defaults – have on the intention to vaccinate against seasonal influenza across job families. Willingness to get a flu shot was higher among subjects invited to imagine themselves working at the local health authority (LHA) with the greatest immunization coverage within their region relative to their counterparts prompted to imagine working at the LHA with the lowest coverage. Reminding the impact of flu vaccination on beneficiaries had different effects across job families, with physicians caring more benefits for themselves, nurses about patients' benefits, and technicians about family and friends. Default responses anchoring toward a high rather than a low vaccination intention increased the willingness to immunize among all HCW except physicians. Targeted nudges can be considered in developing interventions to promote influenza vaccination among HCWs.

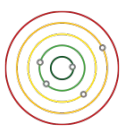
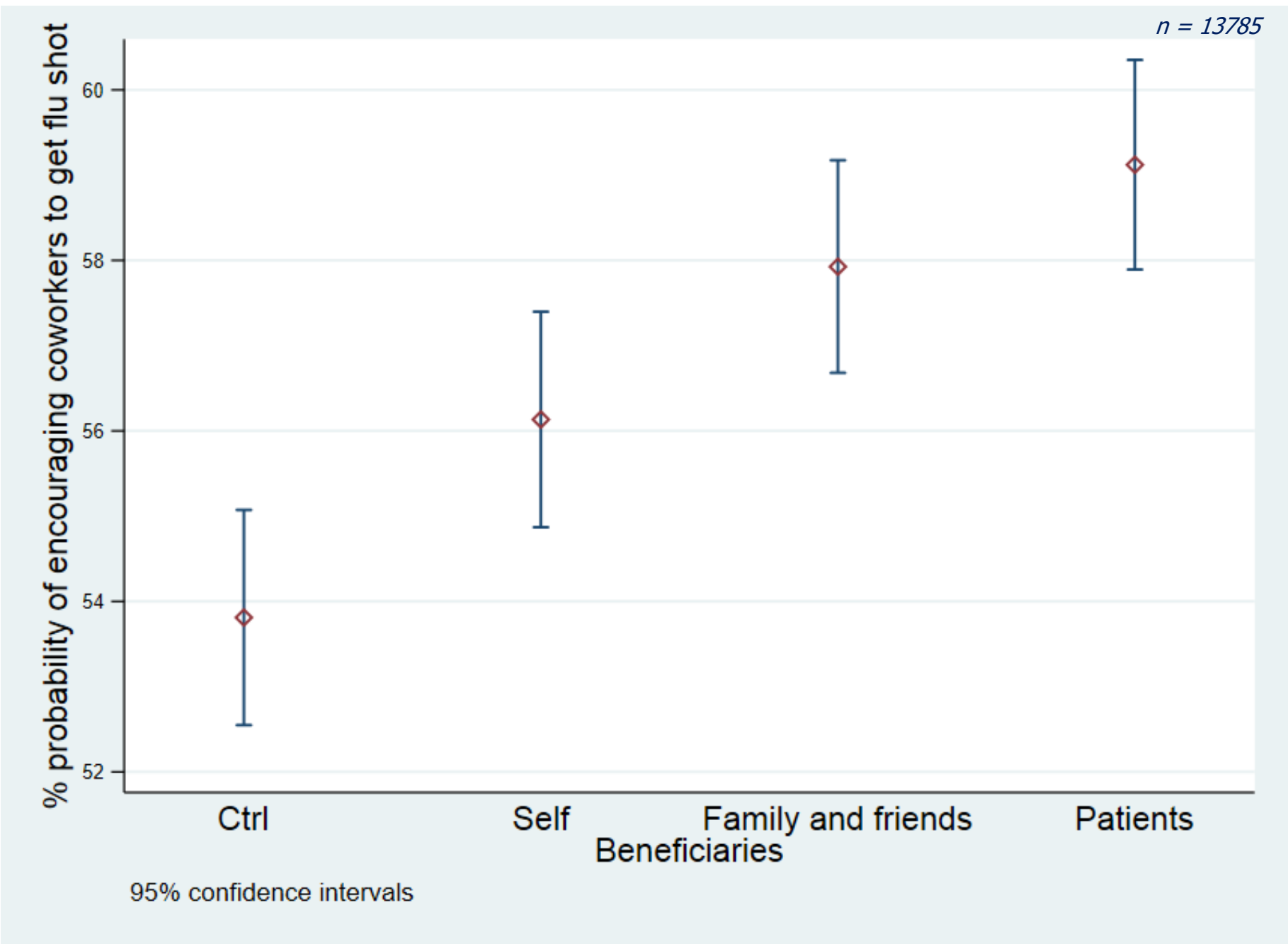
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PAR  
PUBLIC  
ADMINISTRATION  
REVIEWNicola Belle  
Paola Cantarelli  
Scuola Superiore Sant'AnnaNudging Public Employees Through Descriptive Social  
Norms in Healthcare Organizations

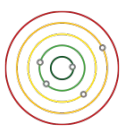
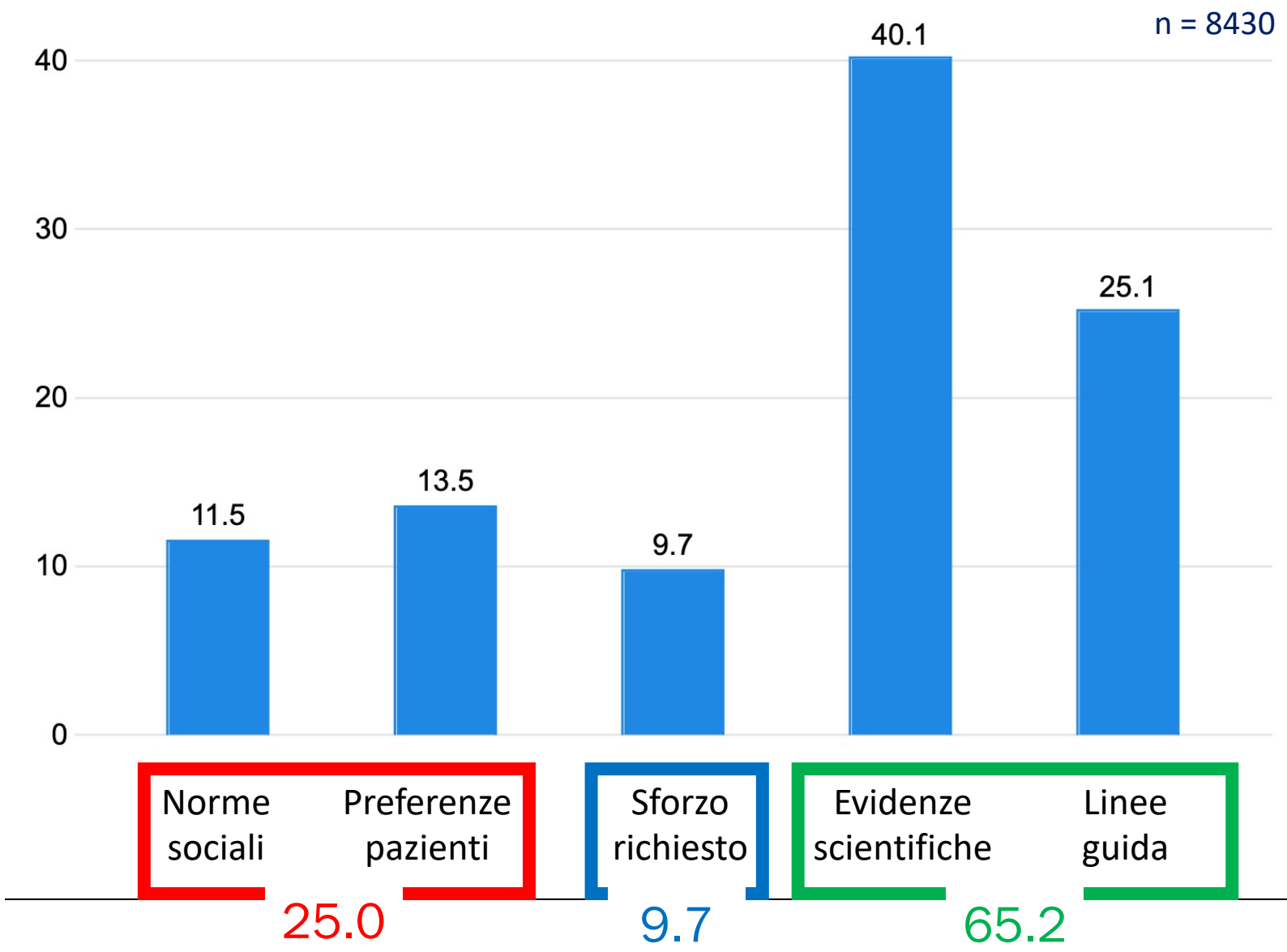
**Abstract:** We draw on the focus theory of normative conduct and nudge theory to experimentally test the effect of descriptive social norms on desired behaviors that public employees may engage in at suboptimal levels, namely, vaccination and help-seeking. Through a series of framed randomized controlled trials with 19,984 public healthcare professionals, we demonstrate that descriptive norms—doing what the majority of others do—trigger conformity. Specifically, employees are more likely to get a flu shot and advocate vaccination when knowing that the majority of their colleagues get vaccinated against the seasonal influenza compared to when most colleagues do not. Similarly, the probability of making help requests on the job is noticeably higher when asking colleagues for advice is the norm rather than not. We discuss the theoretical and practical implications of these experiments for scholars and policy makers interested in predictably altering high-stakes behaviors among public employees through low-powered incentives.







# Cosa motiva i professionisti sanitari al cambiamento?







**PAR** PUBLIC ADMINISTRATION REVIEW

Sonia M. Ogilvia and Hogan Kersh, Editors  
Nicola Bellè  
Bocconi University, Italy

Book Review

**Why Helping Others Is a Path to Success**

*Adam M. Grant, Give and Take: A Revolutionary Approach to Success (New York: Viking, 2013). 305 pp. \$27.95 (hbk). ISBN: 9780670026555; \$14.99 (pbk). ISBN: 9781101622841.*

Research on *other-oriented* motives that drive human behavior is among the most vibrant areas of study in contemporary social science. For example, in public administration, the concept of public service motivation has generated enthusiasm and drawn scholarship unlike perhaps any other topic in recent years (Perry, Hondekgham, and Wise 2010). Research on related constructs, such as prosocial motivation, altruism, and solidarity preferences, has also blossomed in other disciplines. *Give and Take: A Revolutionary Approach to Success* draws on this fast-growing and multidisciplinary body of research to illuminate why and under what circumstances helping others is a path to success.

Adam M. Grant distinguishes among three primary reciprocity styles: taking, giving, and matching. *Takers* are individuals who strategically help others if they will receive more than they give. *Givers* operate on an opposite principle: they are willing to give first when the benefits to others outweigh the personal costs. *Matchers* fall in the middle of the reciprocity spectrum: by striving to preserve an even balance of giving and receiving, they believe in *quid pro quo*. Although we do not necessarily use a single reciprocity style as we travel across different relationships and roles, a primary reciprocity style does tend to govern most of our interactions in the workplace. Grant masterfully describes groundbreaking empirical studies with page-turning stories that show how reciprocity styles drive personal success and affect the performance of organizations.

While *Give and Take* does not apply exclusively to public administration, the book is extremely relevant to public organizations and their managers. Many of the cited studies that support Grant's arguments are about public service workers. While the motivation to

make a difference in the lives of others exists in many professions and sectors, this motivation plays a special role for public employees that aspire to make strong social impacts, including teachers, nurses, doctors, and soldiers.

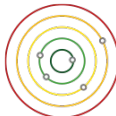
One of the primary lessons from *Give and Take* is that the ideas of *self-interest* and *other-interest* are not mutually exclusive. Grant reviews cutting-edge research and presents compelling examples to demonstrate that the most successful individuals score high on both self-interest and other-interest. Grant calls these successful givers "otherish": they care about helping others while maintaining goals that serve their individual achievements. Unlike *otherish givers*, who are as ambitious as takers and matchers, *selfish givers* are driven by a pathological altruism that is associated with a high risk for burnout, argues Grant. While otherish givers dominate the top of the success ladder, selfish givers often sink to the bottom of the ladder because they lack self-preservation instincts. Fortunately this outcome can be avoided. In experimental studies with teachers and health care professionals, which are the two professions with the highest burnout rates, nurturing givers' belief that they are making a positive difference in other people's lives is an effective solution to burnout (e.g., Grant and Campbell 2007; Grant and Sonnentag 2010).

Grant unveils the secret of otherish givers' success, which can be traced to their unique approach to interaction in four key areas. The first domain in which givers have a special talent is in building networks, and networks provide a tremendous source of information, skills, and power. Not only do givers tend to build larger and longer-lasting networks compared to matchers and takers, but also givers produce more value through their networks. The giving reciprocity style is contagious and initiates a virtuous cycle of "paying it forward," which means that everyone in the network can have a larger slice of the pie.

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## A New York Times and Wall Street Journal bestseller, translated into 30 languages

Named one of the best books of the year by Amazon, Apple, the Financial Times, and the Wall Street Journal—as well as one of Oprah's riveting reads, Fortune's must-read business books, Harvard Business Review's ideas that shaped management, and the Washington Post's books every leader should read.



# Stili di reciprocità (Grant 2013)

- **Taker:** Aiuta gli altri in modo strategico, solo se si aspetta di ricevere più di quello che dà
- **Matcher:** Si preoccupa di bilanciare ciò che dà e ciò che riceve
- **Giver:** Aiuta gli altri se i benefici che crea superano il suo costo personale



## Caratteristiche del responsabile diretto che possono avere un impatto sulla soddisfazione dei collaboratori

STILE DI RECIPROCIÀ	Taker	Matcher	Giver
STILE DI DIREZIONE	Usa riconoscime nti e richiami	Propone una visione entusiasma nte	Dà l'esempio
STILE DI COMUNICAZIONE	Comunica cosa fare	Comunica come fare le cose	Comunica perché fare le cose

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## Preferenze per diverse tipologie di responsabile diretto

Taker	Matcher <b>+ 84%</b>	Giver <b>+ 171%</b>
Usa riconoscimenti e richiami	Propone una visione entusiasmante <b>- 18%</b>	Dà l'esempio <b>+ 130%</b>
Comunica cosa fare	Comunica come fare le cose	Comunica perché fare le cose <b>+ 115%</b>



# Grazie