How to Change Behaviour at Work

Squiggly Careers

Changing behaviour is part of improving how we work – but it can be difficult.

The 4T Model of Culture Change (developed by James Elfer, Siri Chilazi and Edward Chang) is a practical way to turn ideas for behaviour change into experiments to test and learn from.

Choose a specific behaviour to **target**; develop a **theory** of change; design a **timely** intervention; and **test** your effect.

To Change Company Culture, Start with One High-Impact Behavior
by James Elfer, Siri Chilazi and Edward Chang
January 19, 2026

Deeper Dive

Try the 4T model to experiment with change

Target:

Choose a specific behaviour to change – either for yourself or together as a team.

This could look like: reducing interruptions in meetings to allow everyone to speak, creating more inclusion.

Theory:

Design an idea. Ideas can come from your team, borrowing brilliance, or thinking about what's currently getting in the way.

This could look like: trying a no-interruption meeting.

Timely:

Introduce the idea as close as possible to the moment so people have the opportunity to act.

This could look like: starting meetings with "*We're trying a no-interruption meeting*" or adding a diary reminder 5 minutes before the meeting starts.

Test:

Measure if the change worked by creating a simple before-and-after data point.

This could look like: before and after the meeting change, asking: *"On a scale of 1–5, how included did you feel?"*

Coach yourself

What small behaviour change could I experiment with this week?

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