

CORPORATE HABIT CHANGERS

The Habit Design Framework

How to turn strategic intent into daily behaviour at scale.



COMPANY CHALLENGES

Your strategy. Their daily habit.

companychallenges.com

*"Dashboards don't change culture.
Repeated behaviour does."*

Prof. John Bessant

Transformation doesn't fail from lack of intelligence. It fails from lack of repetition.

That is what this paper is about.

You have seen this before. A new strategy launches. A new tool rolls out, a training programme is delivered, an e-learning lands in everyone's inbox. People nod. People attend. People go back to their desks.

The training happened. The slides were good. Everyone nodded. Then Monday came, and the old habits won. And then, nothing happens.

Three months later someone asks, quietly, whatever happened to that initiative. Or nobody asks, because it has been forgotten entirely.

This pattern repeats across industries, countries, and organisation sizes. The reason is always the same: we treat change as information transfer.

But information is not behaviour. A presentation is not a habit. An e-learning is not a habit. A message from leadership is not a habit.

The hidden cost is not the training budget. It is the strategy that never becomes daily behaviour.

Small actions, repeated, until the brain stops asking permission.

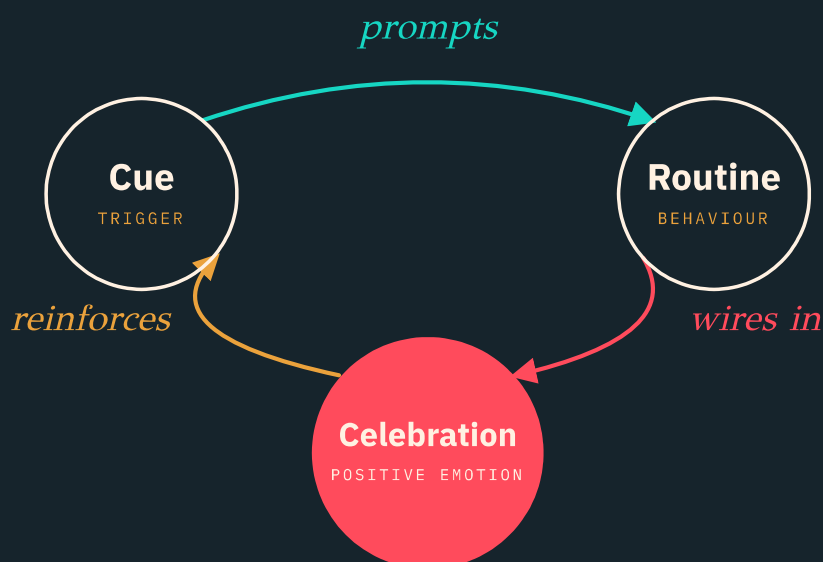
Habits live in the basal ganglia. That matters because the basal ganglia don't negotiate. Once a behaviour is established there, it runs without asking the prefrontal cortex for clearance, which is why brushing your teeth doesn't feel like a decision, and checking your phone rarely does either.

This is also why willpower is a bad strategy. The prefrontal cortex is the brain's most energy-intensive system. It tires under stress, load, and fatigue. The basal ganglia does not.

Anything you want people to do consistently has to move into the automatic system. That is what habit design is for.

It is not motivation, and it is not a workshop. It is a system, designed on purpose, that takes a behaviour from something you decide to something you simply do.

HOW A SMALL ACTION WIRES ITSELF IN



B.J. Fogg · Stanford Behaviour Design Lab

"You cannot change behaviour in a workshop. You can design a system that changes it over time."

Michiel Ykema, Company Challenges

Seven principles of habit design.

Each principle earns its place by explaining a specific design choice, and each traces back to primary research. Together they form the architecture behind every habit system we build.

01 Minimum viable action

B.J. FOGG

The biggest predictor of adoption is not motivation. It is the size of the first step. Shrink the ask, add the right trigger, and you beat any amount of persuasion. Motivation follows behaviour.

02 Distributed practice

EBBINGHAUS, CEPEDA ET AL.

Spacing is the most replicated finding in the science of learning. A one-day workshop followed by nothing is engineered to be forgotten. Cepeda's meta-analysis of 317 experiments found distributed practice produces 10 to 30% better retention.

03 Implementation intentions

PETER GOLLWITZER

"I will use this tool more" achieves roughly nothing. "When I open my inbox on Monday, I will try this first" substantially increases follow-through. Change is not about willpower at the moment of action. It is about attaching the new behaviour to an existing trigger before that moment arrives.

04 Prediction error

WOLFRAM SCHULTZ

Dopamine does not simply signal reward. It signals the gap between what you expected and what you got. This is why a challenge with variation generates engagement that predictable routines cannot.

05 Peak-end rule

DANIEL KAHNEMAN

Ask someone how their holiday was and they won't give you an average. They'll give you a memory shaped by the best moment and the final one. Engineer peaks. End strongly. Flat programmes leave no residue.

06 Social proof

ROBERT CIALDINI

People look sideways before they decide. In practice, and often without realising it. Observing peers perform a behaviour is one of the strongest drivers of adoption, especially when the peer resembles the observer. Visible participation matters more than private compliance.

07 Friction

WENDY WOOD, RICHARD THALER

Context shapes behaviour more reliably than intention does. Reduce the friction between a person and a desired behaviour and they are significantly more likely to perform it, without additional motivation, persuasion or reminders. The physical artefact on the desk is not a gimmick. It is friction design.

Playfulness is not the wrapping. It is the mechanism.

The seven principles are not a checklist. They are a lens. Every design choice in a programme, the size of the first assignment, the timing of a live session, what sits under a scratch card, traces back to one or more of them.

One element runs through all of it: playfulness. Not as decoration, but as mechanism. When an action feels rewarding in itself, resistance drops before it forms. What people enjoy, they practise; what they practise becomes habit; what becomes habit sticks.

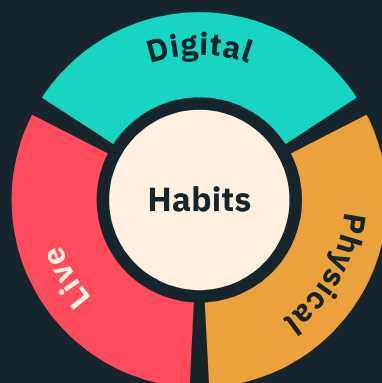
Most providers pick one layer and optimise it. We combine them because different people are reached by different things. Not because people learn differently, that claim does not hold up, but because context, role and generation shape what lands.

A notification works for some. A physical object works for others. A live session pulls in people neither reached.

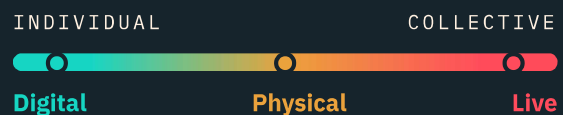
"From compliance to ownership. From 'I completed the module' to 'This is how I work now.'"

Dr. Ilse Svensson-de Jong, Radboud University

THIS IS HOW THE SCIENCE BECOMES A PROGRAMME



Digital delivers scale. **Physical** makes it memorable. **Live** makes it collective. The choice between them is a design decision, not a default.



No single layer carries the change. Together, they become habit.

Why digital alone rarely works.

Apps get ignored. You already know this. The adoption curve of every standalone corporate platform looks roughly the same: enthusiastic launch, a fortnight of activity, and then a long quiet slope into irrelevance.

The reason is not that the apps are bad. Push notifications compete against every other notification the brain has learned to filter. Digital cues are cheap, abundant, and trivially dismissed, a problem the platform cannot fix by adding features.

A notification competes with hundreds of others. A physical object on the desk does not. A live moment pulls people back when nothing else does.

DIGITAL ONLY

Push notifications compete with hundreds of others. Modules are completed but not absorbed. Engagement peaks at launch and fades by week two. The platform becomes another thing nobody opens.

DIGITAL + PHYSICAL

A physical artefact on the desk is persistent, tactile, and escapes digital habituation. A small motor action creates a micro-commitment. Variable content triggers prediction error. Colleagues see it, and participation turns social almost on its own.

DIGITAL + PHYSICAL + LIVE

A live moment pulls people back when energy drops. A kick-off sets the tone. A contest carries a real question from inside the organisation. A closing event makes the programme end on a peak. The habit becomes shared, not just personal.

Each layer is a design choice, not a given. Where the physical layer earns its place, it does work the digital layer cannot. Where scale or logistics rule it out, the digital and live layers absorb more of the work. When all three combine, sustained engagement holds well beyond the midpoint of a programme.

Do you have a habit problem?

Most organisations don't know whether they do. They assume they have a knowledge gap, a training problem, or a strategy that hasn't landed yet. These eight questions are a first cut, drawn from our Gap Scan, to find out what's actually going on. Answer honestly, not optimistically.

- | | | |
|----|--|-------|
| 01 | Has a strategic initiative launched in the past twelve months that has already gone quiet? | Y / N |
| 02 | Do you know whether people are actually using the tools you rolled out, or only whether they logged in once? | Y / N |
| 03 | Did the adoption curve of your last digital platform flatten after week two? | Y / N |
| 04 | Are you measuring activity (logins, completions) or habit (consistency, depth, repetition patterns)? | Y / N |
| 05 | Are the desired behaviours attached to existing triggers in the working day, or floating as good intentions? | Y / N |
| 06 | Are there visible moments where colleagues see each other performing the new behaviour? | Y / N |
| 07 | Do your programmes end on a peak, or do they dribble out? | Y / N |
| 08 | Are participants investing visible effort, or consuming content? | Y / N |

If you answered "no" to four or more, you don't have a training problem. You have a habit problem. Training builds knowledge. Habits build behaviour that sticks. Those are solved differently, and we know how.

Every quarter you wait, the gap between strategy and behaviour grows.

Training is good. Practice is better. Habit is how change sticks.

Most transformation budgets are spent on the first part of the journey: announcing, training, informing. The rest, repetition, reinforcement, and social visibility, is left to chance. That is why so much investment lands softly.

We are not in the training business. We are in the practice business. Company Challenges builds that rest: a digital platform, physical artefacts, and live moments, woven into a single programme with behavioural science that runs for you rather than adding to your team's workload. A programme people actually enjoy turning up for.

~65%

sustained engagement
across our programmes

Ready to find out what this would look like for your organisation? We take on a limited number of new pilots each quarter, and every programme is customised.

→ **Book a Gap Scan**

companychallenges.com

The first step is a conversation.

However you start, it begins with a conversation. Tell us what you are trying to change, and we will tell you honestly whether and how we can help. If you would rather look first, there are two ways to take it further below.

START HERE

Connect with us

Let's discuss your challenges and explore together what might be useful. No preparation, no pitch, just a friendly conversation about what you are trying to change.

 **Book a call**

companychallenges.com/call
companychallenges@limpidandco.com

TWO WAYS TO TAKE IT FURTHER

GAP SCAN · A FOCUSED DIAGNOSTIC SESSION

Book a Gap Scan

A focused diagnostic session run with Jaspar and Michiel. The full version of the self-diagnostic on page 07, applied to your organisation. You leave with a clear picture of where your strategy hasn't yet become habit, and what a pilot could look like.

companychallenges.com/gapscan

HABIT BUILDER · SELF-SERVE, TWO MINUTES

Try the Habit Builder

A two-minute self-serve tool. Pick a strategy, name the behaviour, shrink it, pin it to a moment that already happens in the day. You leave with a habit card, the roadblocks that usually kill it, and the interventions that make it stick.

companychallenges.com/habitbuilder

Whichever way you begin, it leads back to the same conversation, and the same programme.

How years of practice and knowledge became a method.

Company Challenges grew out of years of running AI adoption, innovation, and culture change programmes, and building the physical tools, games, and playbooks that made those programmes work. In parallel, founders Jaspar Roos and Michiel Ykema ran a research programme on humour and play as drivers of engagement and adoption. Company Challenges is the distillation of that work, built within Limpid & Co, the transformation consultancy they founded together.

It started in 2022 with a single client and a problem no existing platform could solve: how to deliver proven physical methods asynchronously, at scale, without losing the mechanics that make people act. That first programme ran in the Netherlands. Participants have since joined from more than 40 countries, across programmes spanning 13 time zones.

The scale changes. The mechanism doesn't.

2022

One client, one unsolved problem, one first programme

40+

Countries where people have joined programmes

13

Time zones spanned by programmes running concurrently

3

Layers: digital, physical, live, as one method

Where this framework comes from.

This framework was built where science and practice meet.

FROM OUR RESEARCH

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BEHAVIOUR DESIGN

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MEMORY AND LEARNING

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GOAL PURSUIT

Peter Gollwitzer. *Implementation intentions: Strong effects of simple plans* (1999). American Psychologist.

REWARD AND PREDICTION

Wolfram Schultz. *Predictive reward signal of dopamine neurons* (1998). Journal of Neurophysiology.

EXPERIENCE AND MEMORY

Daniel Kahneman. *Thinking, Fast and Slow* (2011).

Barbara Fredrickson & Daniel Kahneman. *Duration neglect in retrospective evaluations of affective episodes* (1993).

SOCIAL INFLUENCE

Robert Cialdini. *Influence: The Psychology of Persuasion* (1984, revised 2021).

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Philippa Lally et al. *How are habits formed: Modelling habit formation in the real world* (2010). European Journal of Social Psychology.

FRICTION AND CONTEXT

Wendy Wood. *Good Habits, Bad Habits* (2019).

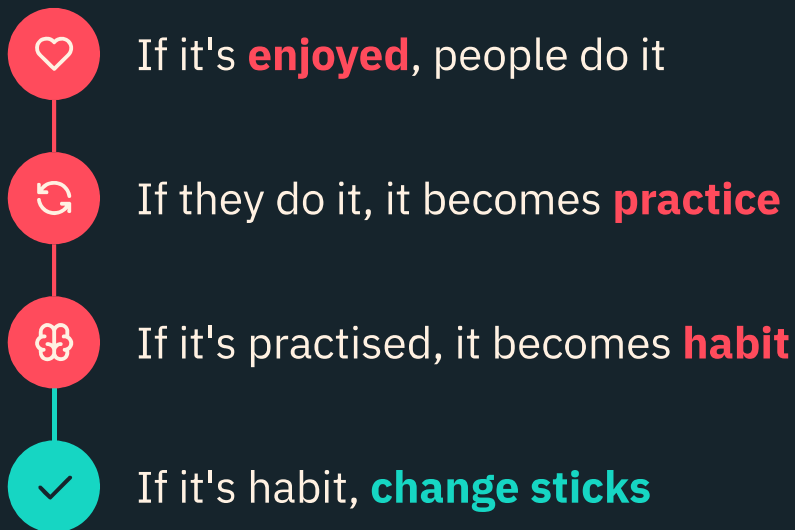
Richard Thaler & Cass Sunstein. *Nudge: Improving Decisions About Health, Wealth, and Happiness* (2008).

FURTHER READING

Charles Duhigg. *The Power of Habit* (2012). James Clear. *Atomic Habits* (2018). Mihaly Csikszentmihalyi. *Flow* (1990).

WHY IT WORKS

If people enjoy it, they do it. And that is how change sticks.



We build the daily habits that make change stick. A digital platform, physical artefacts, and live moments, woven into one programme with behavioural science.

Designed to be enjoyed. Built to make change stick.



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Your strategy. Their daily habit.

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