Testing Behavioral Science in Cities
Michael Norton, Harvard Behavioral Insights Group
Moderator: James Irwin, Mayors Innovation Project
Trust and Transparency

Michael I. Norton
Harvard Business School
YOU GOT CONFIRMATION

You've got 30 minutes and you've got Domino's coming your way. The delivery experts at Domino's have specifically engineered the Pizza Tracker to keep you up-to-date on the status of your order from the moment it's prepared to the second it leaves our store for delivery. Now, you get tracking where no tracking has ever gone before.

PIZZA TRACKER

ORDER PLACED  PREP  BAKE  BOX  DELIVERY

YOU GOT IT IN THE OVEN - Antonio (18) put your order in the oven at 4:28 PM

THE OVEN MITTS ARE OFF

CHEFS VS ACCOUNTANTS

HELP US GET BETTER

How likely are you to recommend us?

We want your ordering experience to rock. How was it?

Our goal is exceptional delivery. How was your delivery experience?

Antonio (18) custom made your order. How did everything taste?

USE THIS HANDY BOX TO EXPRESS YOUR THOUGHTS AND FEELINGS ABOUT DOMINO'S.

Any advice, gripes, or compliments for your local Domino's? Leave your feedback here after your order arrives.

Thank You For Your Order

Order 26 was successfully placed. You should receive a confirmation email shortly containing your order number and the store information. If you have any questions about the order, please call the store directly at 978-443-9007.
Enter your flight
“Blind”
Transparency
The algorithm was working hard for me.
And our toughest challenge…
The submerged state

**Table 3**
Percentage of program beneficiaries who report that they “have not used a government social program”

<table>
<thead>
<tr>
<th>Program</th>
<th>“No, Have Not Used a Government Social Program”</th>
</tr>
</thead>
<tbody>
<tr>
<td>529 or Coverdell</td>
<td>64.3</td>
</tr>
<tr>
<td>Home Mortgage Interest Deduction</td>
<td>60.0</td>
</tr>
<tr>
<td>Hope or Lifetime Learning Tax Credit</td>
<td>59.6</td>
</tr>
<tr>
<td>Student Loans</td>
<td>53.3</td>
</tr>
<tr>
<td>Child and Dependent Care Tax Credit</td>
<td>51.7</td>
</tr>
<tr>
<td>Earned Income Tax Credit</td>
<td>47.1</td>
</tr>
<tr>
<td>Social Security—Retirement &amp; Survivors</td>
<td>44.1</td>
</tr>
<tr>
<td>Pell Grants</td>
<td>43.1</td>
</tr>
<tr>
<td>Unemployment Insurance</td>
<td>43.0</td>
</tr>
<tr>
<td>Veterans Benefits (other than G.I. Bill)</td>
<td>41.7</td>
</tr>
<tr>
<td>G.I. Bill</td>
<td>40.3</td>
</tr>
<tr>
<td>Medicare</td>
<td>39.8</td>
</tr>
<tr>
<td>Head Start</td>
<td>37.2</td>
</tr>
<tr>
<td>Social Security Disability</td>
<td>28.7</td>
</tr>
<tr>
<td>SSI—Supplemental Security Income</td>
<td>28.2</td>
</tr>
<tr>
<td>Medicaid</td>
<td>27.8</td>
</tr>
<tr>
<td>Welfare/Public Assistance</td>
<td>27.4</td>
</tr>
<tr>
<td>Government Subsidized Housing</td>
<td>27.4</td>
</tr>
<tr>
<td>Food Stamps</td>
<td>25.4</td>
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The submerged state

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Boston’s Mayor’s Office of New Urban Mechanics
BOSTON
Service requests available through the city's Open311 API.

OPEN
8845 requests *

OPENED YESTERDAY
64 requests

CLOSED YESTERDAY
90 requests

* display max is 1000 requests
BOSTON
Service requests available through the city's Open311 API.

OPEN 8845 requests *
OPENED YESTERDAY 64 requests
CLOSED YESTERDAY 90 requests

* display max is 1000 requests
Transparency

Expressed a desire for larger government with more services

Perceived the government to be doing a better job

And even: government often does a better job than it’s given credit for
**BOSTON**
Service requests available through the city’s Open311 API.

**OPEN**
8845 requests *
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64 requests

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Citizens Connect

StreetLight

Address
Marginal Rd Boston, MA 02116
Central

Description
Corner of the crosswalk right at working.

Created
Sat 5, 2011 11:11 am - 30 months ago
Parking Tickets
Final thoughts...

What will you show?
How will you show it?
How will you measure success?
Compared to what?
  • An experiment...