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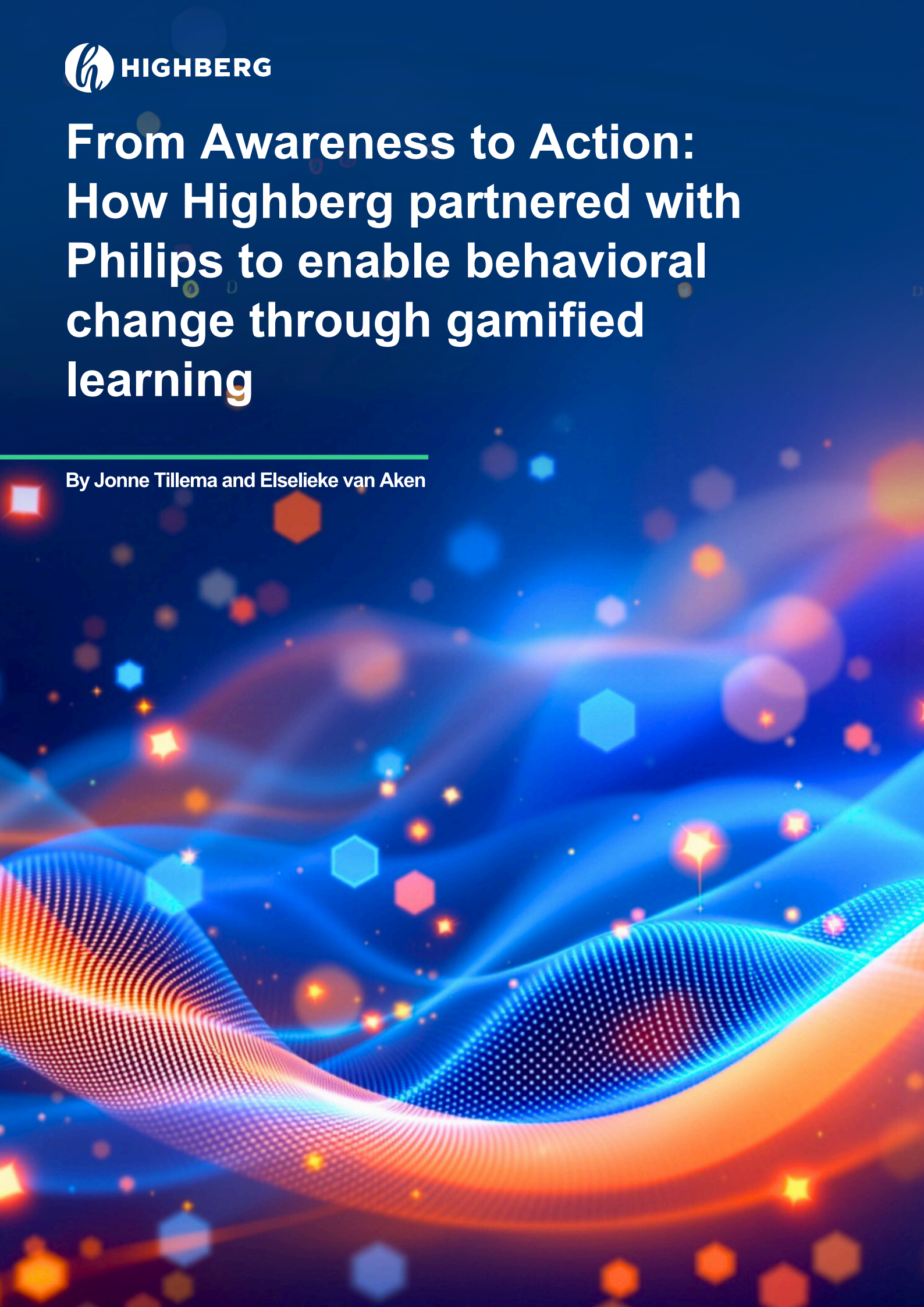
From Awareness to Action: How Highberg partnered with Philips to enable behavioral change through gamified learning

By Jonne Tillema and Elselieke van Aken



Rethinking Learning in Times of Transformation

In an era of constant transformation, organizations are under pressure to adapt quickly and sustainably. Traditional training programs often can fall short: knowledge is transferred, but lasting behavioral change remains limited. At Highberg, we believe that meaningful change only occurs when learning is embedded in behavior, and tied to actual behavior and habit formation.

With a strong focus on simplification and integration, the Continuous Improvement practice within Philips enables direct impact and sustained change through prioritized and incremental improvements—an internal project that combines processes, learning, and tools to unlock end-to-end value delivery.

Highberg is a consultancy firm specializing in digital and organizational transformations. Through its expertise, Highberg guides organizations from strategy design to full implementation and training. At the heart of its behavioral change initiatives lies the Highberg Scalable Change platform: a behavioral change platform grounded in Game Theory, Change Management, and Performance Management.

The team from Philips Continuous Improvement approached Highberg with a clear question: how can we ensure that integrated ways of working are not only understood but also adopted and sustained in daily team routines across locations? This whitepaper describes how we co-designed a gamified, behavior-driven intervention that led to measurable results.

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The Challenge: From Theory to Practice

Highberg brings together deep expertise in areas such as game theory, change management, and performance management to support organizations in navigating complex transformations. By integrating these disciplines, Highberg helps organizations bridge the gap between strategic intent and daily execution—ensuring that change is not only well-designed, but also embraced in practice.

Philips has long embraced and embedded integrated methodologies across the organization yet in a time of accelerated change and with a focus on continuously improving enterprise agility, a focus on the translation of theory into daily practice was required.

There was a need to enable:

1

A shared experience that makes learning active, autonomous and habit forming

2

Daily application and reflection to turn knowledge into habits and sustainable behavior

3

Scalable formats suitable for distributed, hybrid teams

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The Highberg Approach: Gamified Behavioral Design

Highberg developed an intervention grounded in behavioral science and gamification. The program consisted of two main components:

1 A structured e-learning foundation

- Built around key Agile principles
- Designed to establish a common knowledge base and vocabulary

2 A multi-week gamified team experience

- Small missions focused on applying new behaviors in real work situations
- Team-based challenges with reflective moments
- Behavioral nudges and peer feedback embedded in the process

The intervention emphasized "learning by doing" while promoting engagement, healthy competition, and psychological safety. Teams could compare progress and reflect on their collective performance.

Beyond Agile: Scalable Learning for Broader Change

While the intervention was predominantly focused on Agile behaviors for value delivery teams, the approach also integrated Lean/Agile, Design Thinking and Change Management and is highly relevant for a wide range of development goals — from leadership and innovation to compliance and sustainability.

The heart of the approach lies in a principle integral to Highberg:
That sustainable change cannot be achieved through instruction alone, but through shared, repeatable experiences in context. Real change happens when habits are reprogrammed — through repetition, reflection, and positive reinforcement in context.

This makes the intervention scalable, adaptable, and capable of supporting strategic change in various domains.

120 participants
Across global locations (primarily India) proved the scalability of the approach

93% of participants
Reported improved application of Agile practices in daily work

94% of teams
Observed improved collaboration

90% of participants
Indicated high levels of motivation and engagement

Faster delivery and higher quality
Improvement of execution was visible soon after the program

Results That Matter

The outcomes of the program demonstrate the power of combining structured learning with behavioral and gamified application:

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Voice of the Customer: Learning through doing

"The Game helped us to structure and speed up execution, and empowered us to quickly adapt to new features or scopes."

"Having fun and learning went hand in hand. It supported our day-to-day activities."

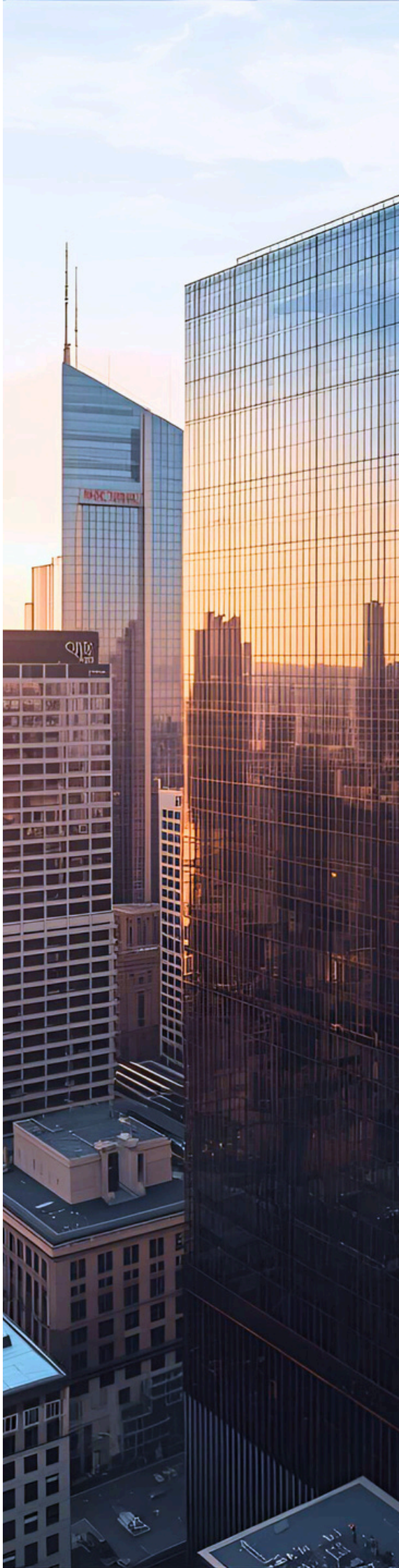
"We learned something new every day while practicing it."

Looking Forward: Opportunities for Impactful Learning

Gamified, behaviorally driven interventions are proving to be a valuable addition to the learning and development toolkit of future-oriented organizations. Their strength lies in:

- **Increasing learning retention and real-world application**
- **Enabling cultural alignment across distributed teams**
- **Supporting strategic transformation with measurable behavior change.**

Whether the goal is to improve collaboration, stimulate innovation, or develop leadership capacity, the same principles apply: create social, contextual, and repeatable learning experiences.



Next steps: How to apply in your organization

At Highberg, we design learning experiences that translate knowledge into behavior. This whitepaper illustrates how such an approach enabled measurable results in the context of Agile transformation.

We believe the future of learning lies in scalable, engaging, and behavioral interventions that are deeply embedded in the day-to-day reality of teams. Because true transformation starts with changing how people work, decide, and interact—day by day.

Ready to turn learning into action? Let's explore how we can make behavior the engine of transformation in your organization.

Interested to learn more? Get in touch

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