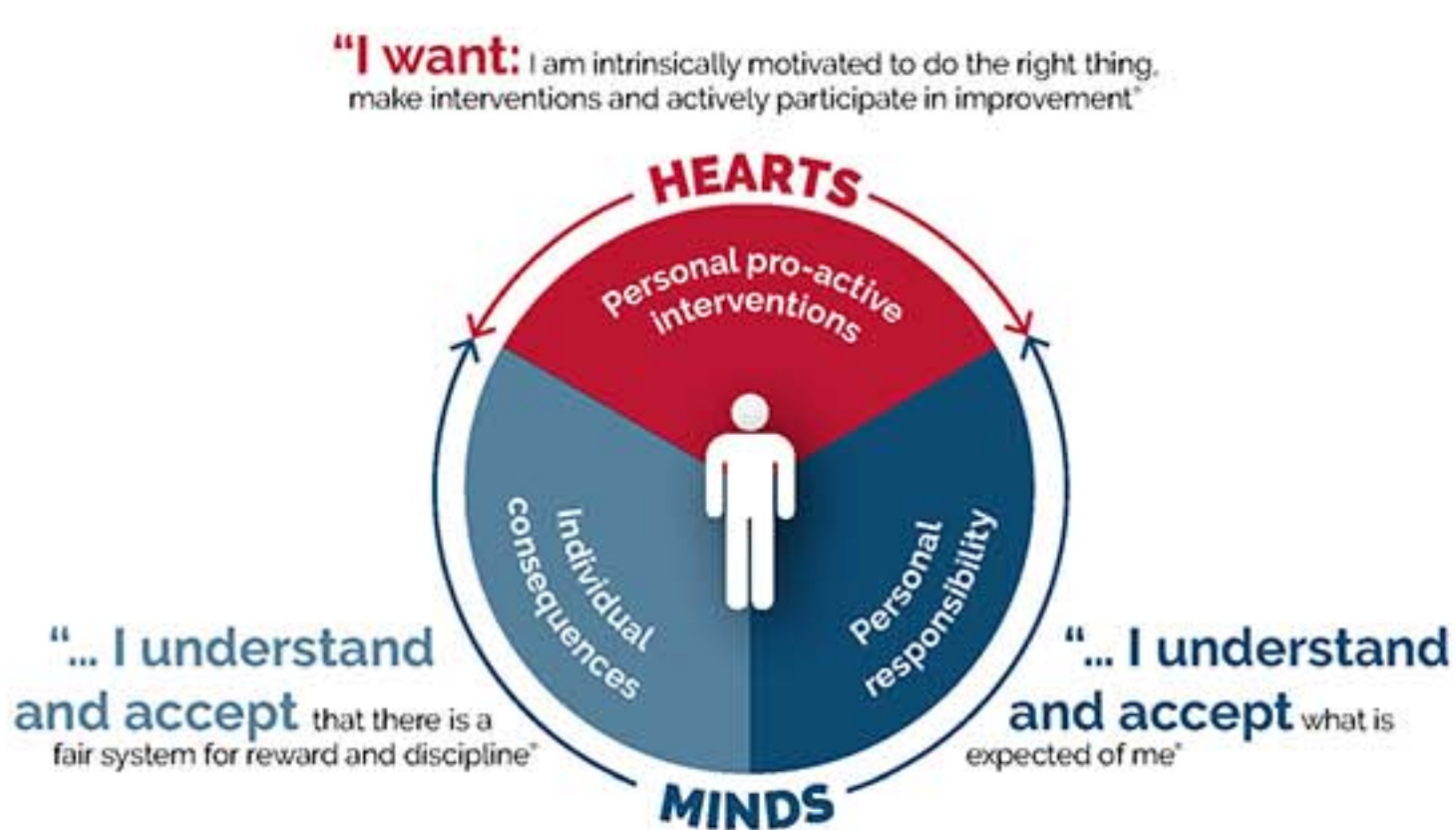


Leading the way: route to intrinsically motivated behaviour in key strategic areas

- Proven behavioural change process with tailored tools for interventions
- Strong scientific origin and successfully applied by 500+ companies worldwide

From "we have to" towards "we want to"

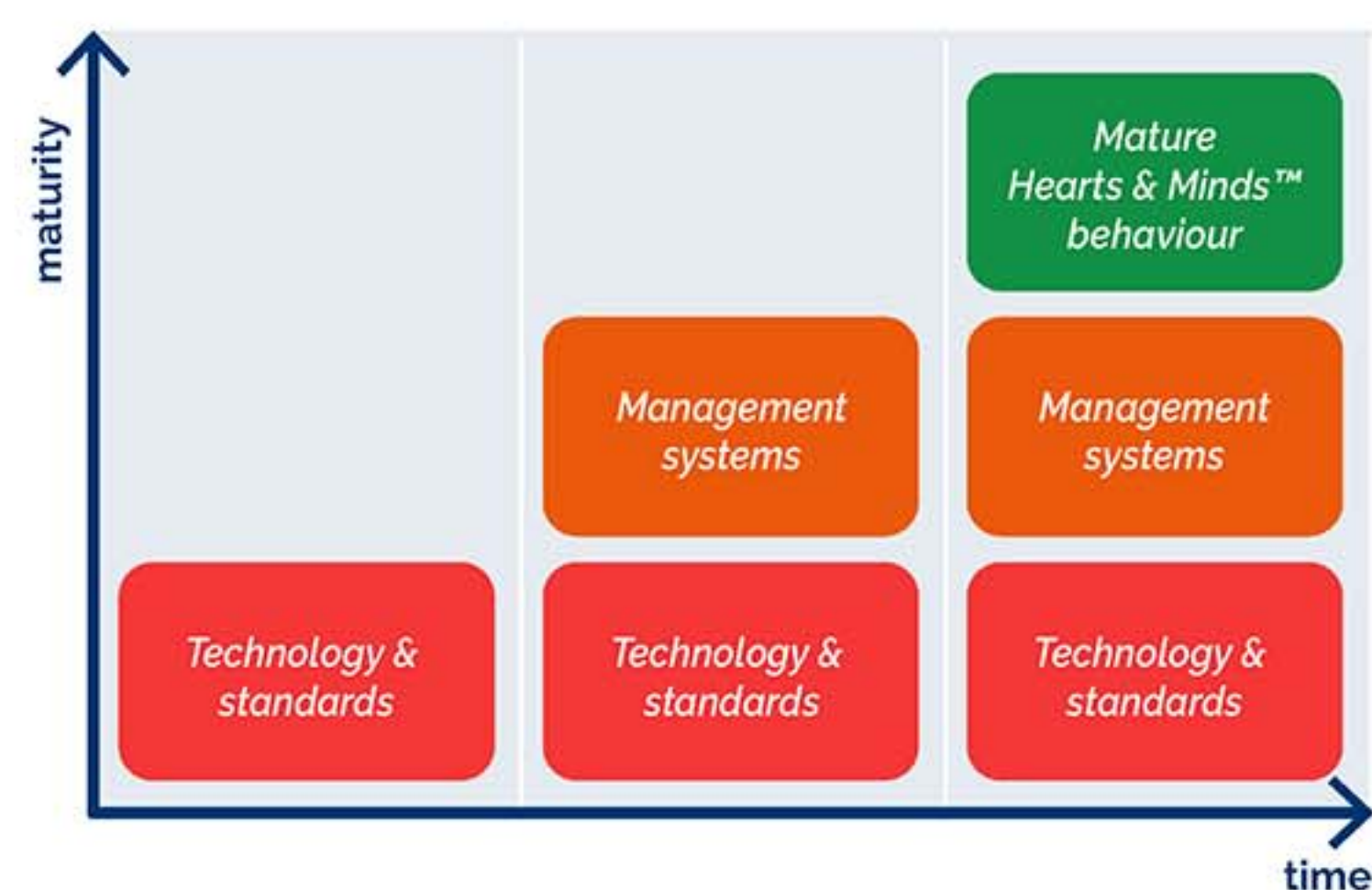
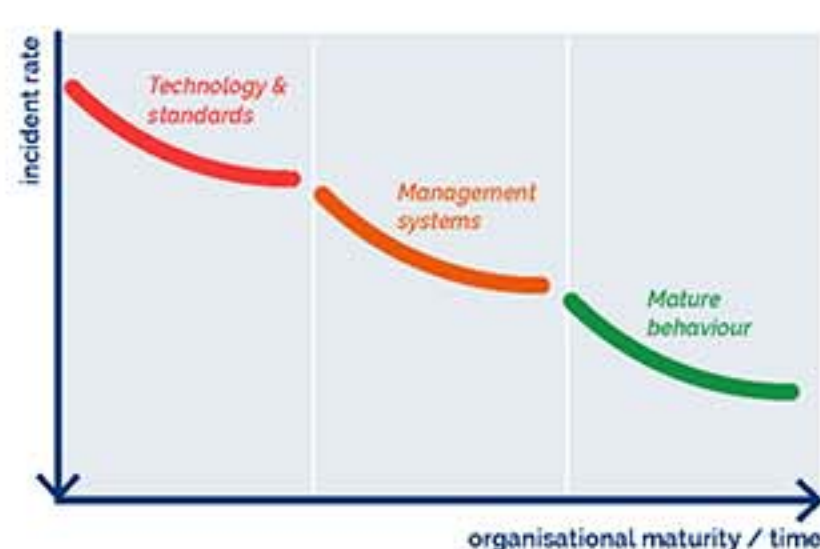
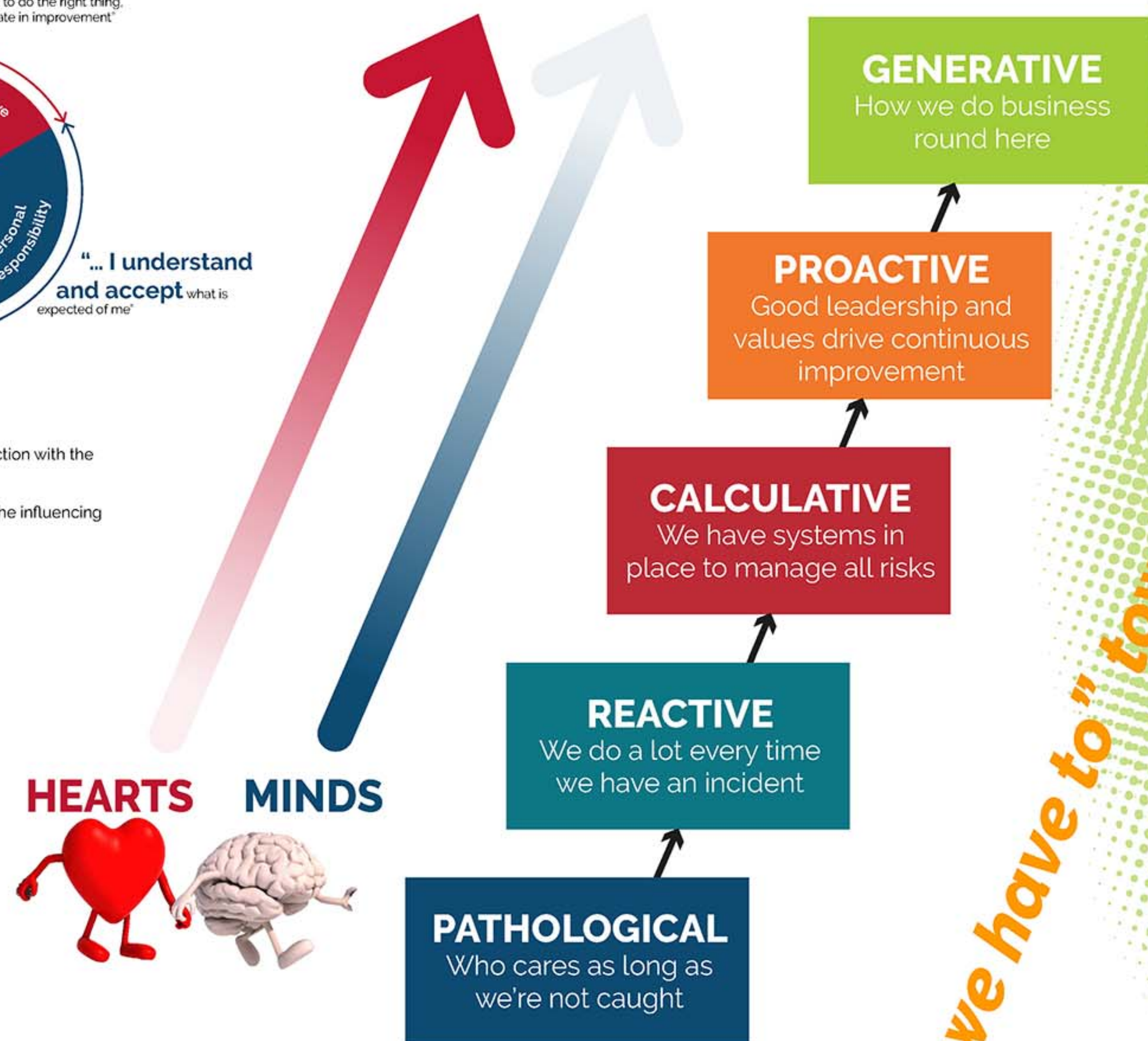
Strong behavioural scientific origin



- Behaviour is based on beliefs and perceptions
- Beliefs and perceptions are the result of interaction with the influencing environment
- The essence of Hearts & Minds™ is improving the influencing environment in order to improve behaviour

Culture maturity ladder

- Maturity of behaviour is divided into five levels, from the Pathological to the Generative
- With only 'Technology and standards' and 'Management systems' in place you will not reach further than the Calculative stage



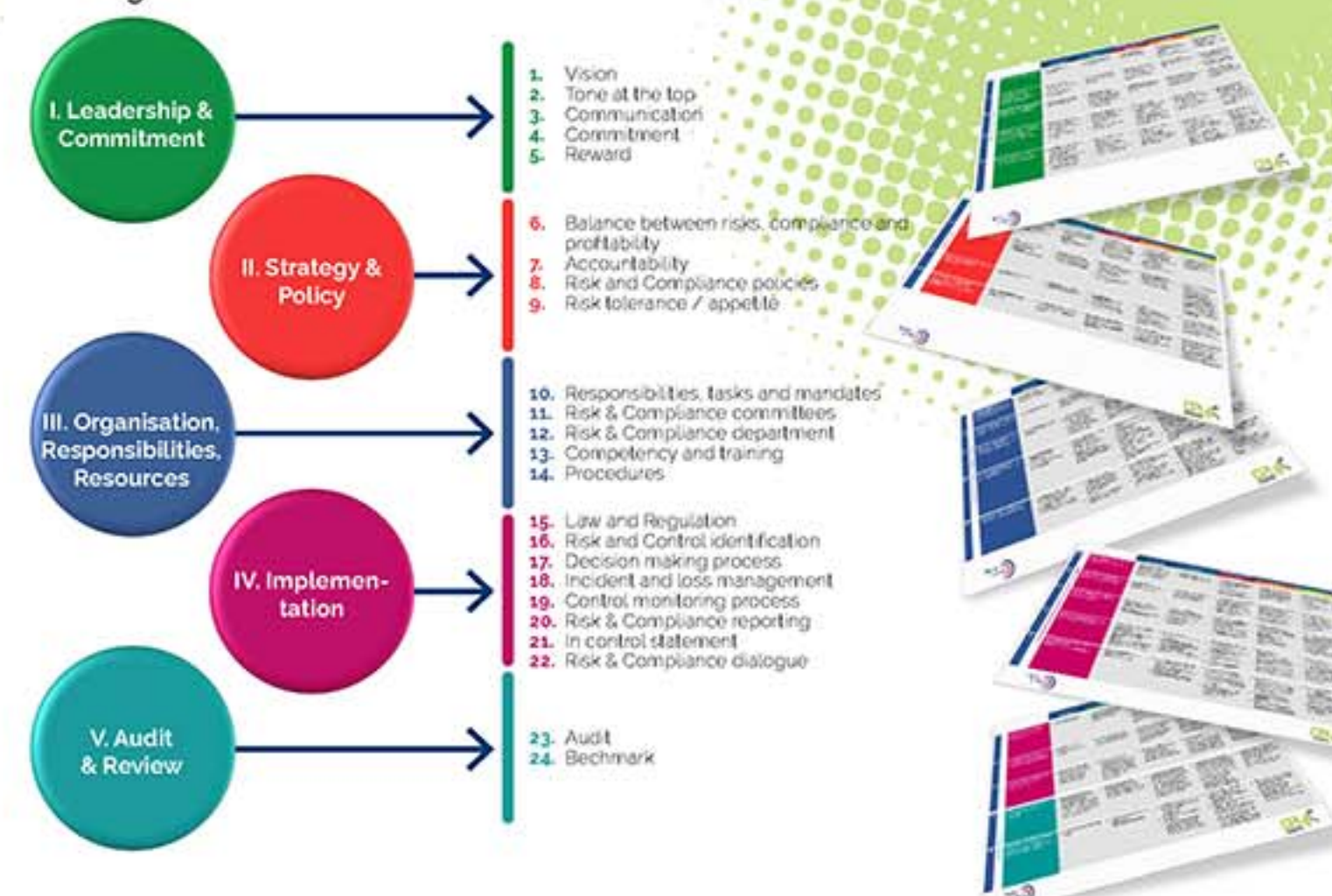
Outstanding performance can only be achieved by winning the Hearts and Minds of people



Understanding your Culture Tool

1. To engage people and create awareness
2. To gain insight, measure maturity and track progress
3. To provide direction for interventions

Building blocks



Example

	Pathological	Reactive	Calculative	Proactive	Generative
A Leadership & Commitment	Who cares as long as we don't get caught? Individuals look after their own interests.	Manage your own risk - the rule book statements are made only after an incident occurs. After which, attention starts to fade away.	Increasing awareness of the costs of failure is spreading down from management. People understand the conversation about risk management and compliance, but do not fully walk the talk.	People feel proud to contribute to managing risks and care about the impact of their own behaviour.	At all levels, people are highly committed and care deeply. They are passionate about living up to their high best-practice standards.
G Strategy & Policy	Individuals are blamed. Those directly involved in incidents are held responsible for them.	It is believed that incidents are part of doing business. Management considers the cause of incidents to be outside the organisation to cause the problems.	Failing processes, systems, people, and fraud are considered the cause of incidents. There are attempts to reduce exposure. Incidents are blamed on failure of the system.	Management sees at the whole risk and compliance framework, reducing processes and procedures, when considering incidents. Management accepts responsibility.	Management feels responsible when assessing what they generate and care deeply. They have a holistic view on risk and compliance, looking at the overall interaction of systems and people. Blame is not an issue.
M Organisation, Responsibilities, Resources	There is no realistic comparison training available. People are not motivated to learn and develop.	Risk and compliance training is seen as a necessary evil. People attend training when it is mandatory. After an incident, extra training budget is made available, but the attention switches over time.	Competence matrices are present and there is a training and development program available. Knowledge acquired on training courses is tested. Employees are keen to show they have attended all the necessary training courses. Training focuses on the risk and compliance processes.	Leadership fully acknowledges the importance of demonstrating risk and compliance competencies. People are proud to apply their risk and compliance skills in their daily routine and act as role models. Training focuses on both the risk and compliance processes as well as on behaviour.	Behaviour is as important as knowledge of risk and compliance processes. Risk and compliance competencies are included in every training and development program. People develop their risk and compliance skills by reflecting on risks and compliance as part of their daily work and enjoy seeing training to support this.

Database real life interventions

Some examples

- VISIBLE**
 - Experience from the heart
 - Share, share, share
 - Sense of urgency
- LEARNING FROM INCIDENTS**
 - Take responsibility
 - The right mind-set
 - Crime Scene Investigation
- POSITIVE GOAL FOR ALL**
 - Dream circle
 - Relationship analysis
 - Celebrate success!

DATABASE



7 drivers of success - principles



- ONE LANGUAGE**
 - We use a simple and unifying language: same words and definitions which makes it easy to share organisation wide
 - We attune documents to priorities and target populations
- POSITIVE GOAL FOR ALL**
 - We translate a positive long term goal into SMART objectives
 - We work together as a team and celebrate successes
- HARD TARGETS FOR LEADERS**
 - We experience a clear tone at the top
 - We have hard targets for leaders
- LEARNING FROM INCIDENTS**
 - We create a learning environment and promote discussions
 - We organise root cause analysis without unnecessary negative consequences for individuals: no finger-pointing
- DIALOGUE**
 - We have an ongoing interaction
 - We stimulate a climate of openness and constructive involvement
- VISIBLE**
 - We use visuals to communicate our goals: norms, values and stories
 - We make progress visible
- PERSONAL**
 - We feel personally responsible and challenge each other
 - We communicate as personal as possible by attuning our messages to target groups

Inspiration base of tools

