



Hearts & Minds™

Originally developed to improve behaviour in Health, Safety & Environment (HSE), CPI has further developed the methodology for key strategic areas, such as governance, integrity, finance, risk & compliance, and (digital) transformations. Business areas in which the shift from "I have to" towards "I want to" is paramount.

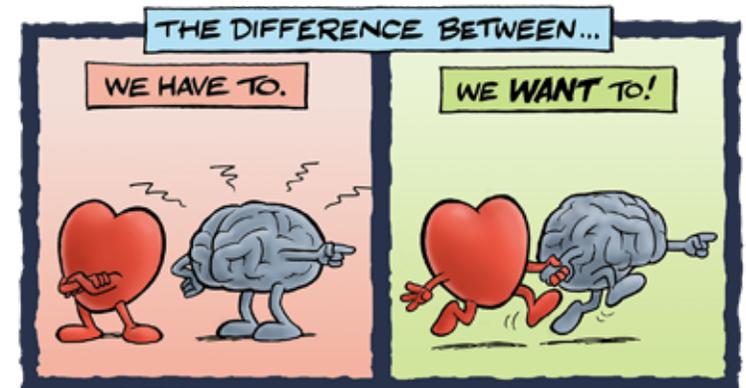
Hearts & Minds™ has successfully been applied by 500+ companies worldwide in various sectors for large-scale cultural changes.

OUTSTANDING PERFORMANCE CAN ONLY BE ACHIEVED BY WINNING BOTH THE HEARTS AND MINDS OF PEOPLE

Current opportunities for outstanding performance lie in improving behaviour. This applies to governance, integrity, finance, risk & compliance, and (digital) transformations. To improve behaviour in these areas, we need an approach that helps people to structurally use both their hearts **and** minds.

Hearts & Minds™ is a philosophy, methodology and toolkit to promote the understanding and development of **personal motivation** of people in the organisation:

- A **scientifically based** methodology;
- A **proven behavioural** change process to create both awareness and the will to succeed;
- A **complete approach** with tools, plans of approach and experienced facilitators.



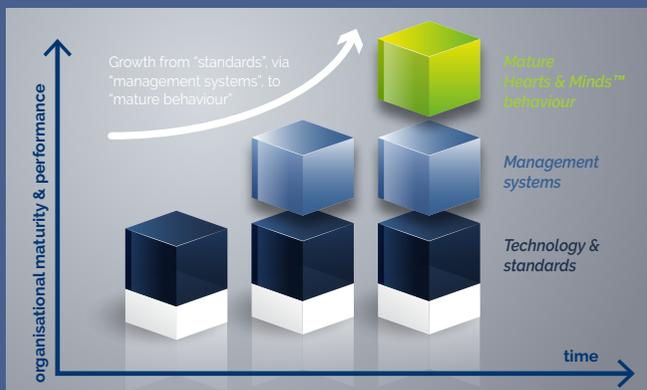
Hearts & Minds™

TRANSFORMATION CONSULTING
in Risk, Finance, Governance & Compliance

Purpose • People • Process • Technology

The ultimate shift from “we have to” towards “we want to”

Top performance needs both hearts and minds



Hearts & Minds™ distinguishes three essential components, to improve behaviour from ‘we have to’ towards ‘we want to’:

- Technology & Standards
- Management Systems
- Mature Behaviour

Top performance can only be achieved by optimising and aligning all three components and thereby winning both the hearts and minds of people.

An approach with a solid scientific background

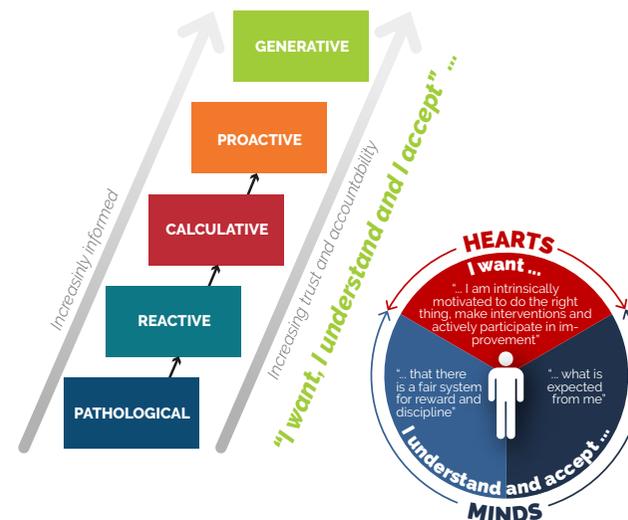
Extensive Hearts & Minds™ research¹⁾ shows that context has a fundamental influence on how people behave. Context include factors like:

- Tone at the top end exemplary behaviour;
- Reward/punishment-systems;
- Availability and quality of training, policies/procedures.

¹⁾ Based on 20+ years of behaviour research by the universities of Manchester, Aberdeen and Leiden.

I Understand, I Accept and I Want !

Organisational culture is the sum of individual behaviours shown by its members. The basic concept of Hearts & Minds™ is the culture maturity ladder:



- On a Calculative level performance is only realised by Technology & Standards and Management Systems;
- Reaching higher levels of maturity requires understanding and optimising the context;
- Guiding people to fully **understand, accept** and **want**;
- The result is that the intrinsic motivation of people is unleashed, creating a culture of “We want to!”

An effective approach & toolset

CPI (Connecting People with Impact) has further developed Hearts & Minds™ for key strategic areas, such as governance, integrity, finance, risk & compliance, and (digital) transformations. The approach includes tools, implementation scenario's and experienced facilitators to clear the way for mature behaviour.

CPI's Hearts & Minds™ approach is a great opportunity to leverage the intrinsic motivation and quality of people. Winning both their *hearts* and *minds*, leading to outstanding organisational performance.



Powerful Hearts & Minds™ tools

**Curious for more information about Hearts & Minds™?
Contact CPI!**

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