

CONTEXT: ARE YOU SATISFIED WITH YOUR SALARY?

GROUP A: YOU GET 6 PERCENT INCREASE IN YOUR SALARY
(80 PERCENT SATISFACTION RATE)

GROUP B: YOU GET 6 PERCENT INCREASE IN YOUR SALARY
(13 PERCENT SATISFACTION RATE)

The difference? Whether or not they were told that one of their nearest colleagues got 9 percent....



DUAL PROCESS THEORY

TWO SYSTEMS

SYSTEM 1: FAST, INTUITIVE, AUTOMATIC

SYSTEM 2: SLOW, REFLECTED, CONTROLLED

Rule of thumb: between 80-95 percent of our decisions are made by system 1



1
Intuitive

2
Analytic

1
**Strategy is
executed**

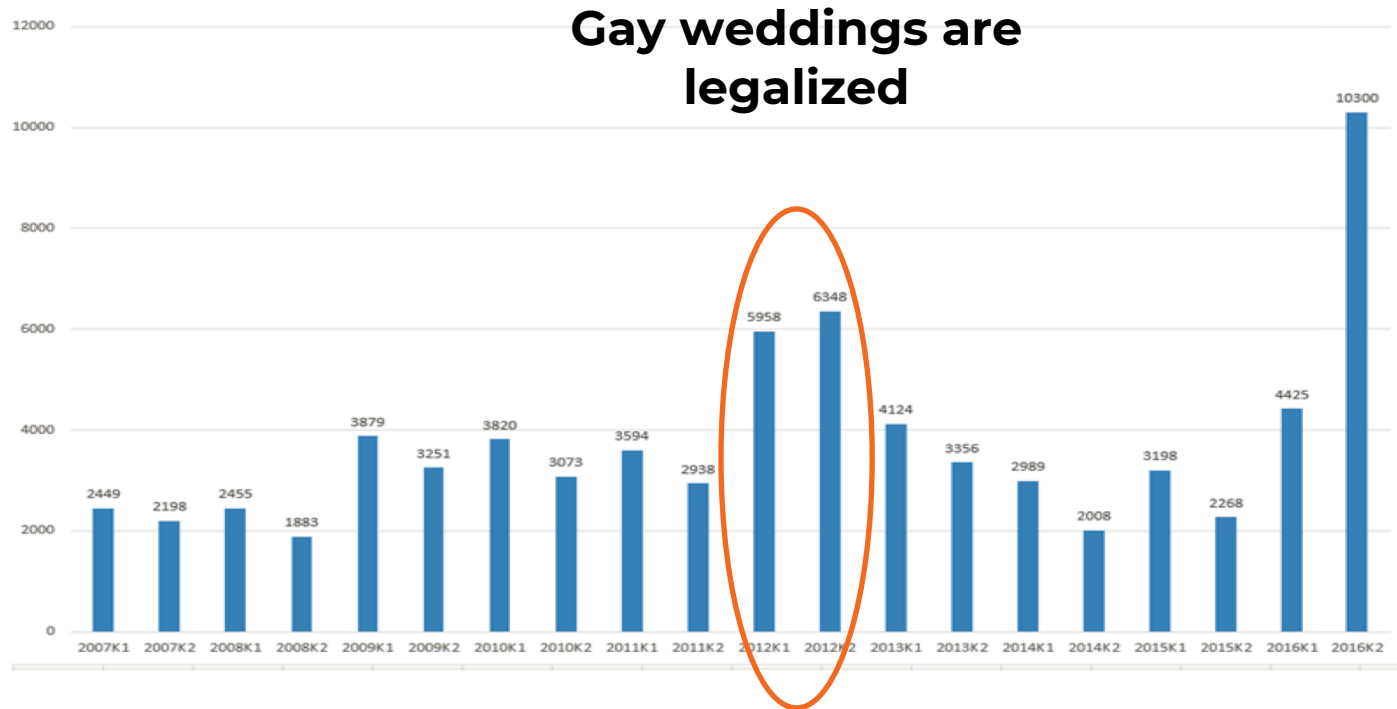
2
**Strategy
is created**

1
Adoption

2
Innovation

**PRINCIPLE #1: FORGET
MOTIVATION. PEOPLE CHOOSE
THE PATH OF LEAST RESISTANCE**

RENUNCIATIONS OF THE NATIONAL CHURCH



THE 4 PROBLEMS WITH MOTIVATION

1. It comes in unpredictable waves
2. You get it when you don't need it
3. It is expensive and time consuming
4. It is not good at creating lasting change

POLR AND CHOICE

You plan to spend the evening in the library working on a short paper due the following day. As you walk across campus, you discover that an author you have admired is about to give a public lecture.

Do you proceed to the library anyway or go to the lecture instead?

60% stuck with the library.



POLR AND CHOICE

You plan to spend the evening in the library working on a short paper due the following day. As you walk across campus, you discover that an author you have admired is about to give a public lecture **and that – in another hall – they are about to screen a foreign movie that you have been wanting to see.**

Do you proceed to the library anyway or go to the lecture or to the movie instead?

80% stuck with the library.

**8.2 minutes
estimated**

Tuck your chin into your chest, and then lift your chin upward as far as possible. 6–10 repetitions
Lower your left ear toward your left shoulder and then your right ear toward your right shoulder. 6–10 repetitions

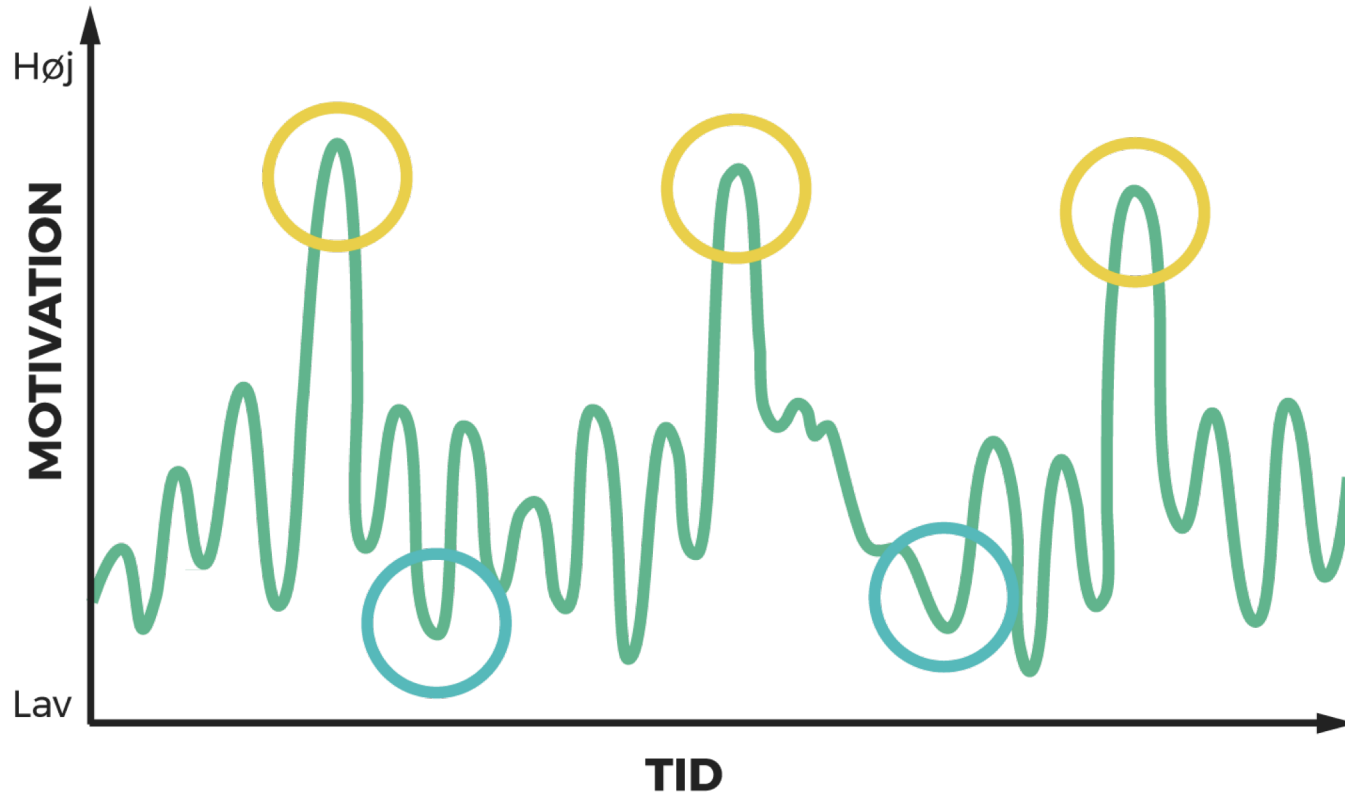
**8.2 minutes
estimated**

Tuck your chin into your chest, and then lift your chin upward as far as possible. 6–10 repetitions
Lower your left ear toward your left shoulder and then your right ear toward your right shoulder. 6–10 repetitions

**15.1 minutes
estimated**

*Tuck your chin into your chest, and then lift your chin upward as far as possible. 6–10 repetitions
Lower your left ear toward your left shoulder and then your right ear toward your right shoulder. 6–10 repetitions*

TIMING AND THE MOTIVATIONAL WAVES



PRIORITIZING IMPLEMENTATION WITH THE POLR-PRINCIPLE

1. Focus on the people who are motivated, capable and looking forward to the change
2. Focus on the people who are motivated and capable
3. Focus on the people who are motivated
4. Forget the rest.



PRINCIPLE #2: BE UNAMBITIOUS

**ON AN AVERAGE DAY IN DENMARK, HOW
MANY CIGARET BUTTS DO SMOKERS
THROW AWAY ON THE STREETS?**

**PROVIDE A NUMERICAL RANGE THAT YOU
ARE 90% SURE CONTAINS THE CORRECT
ANSWER.**

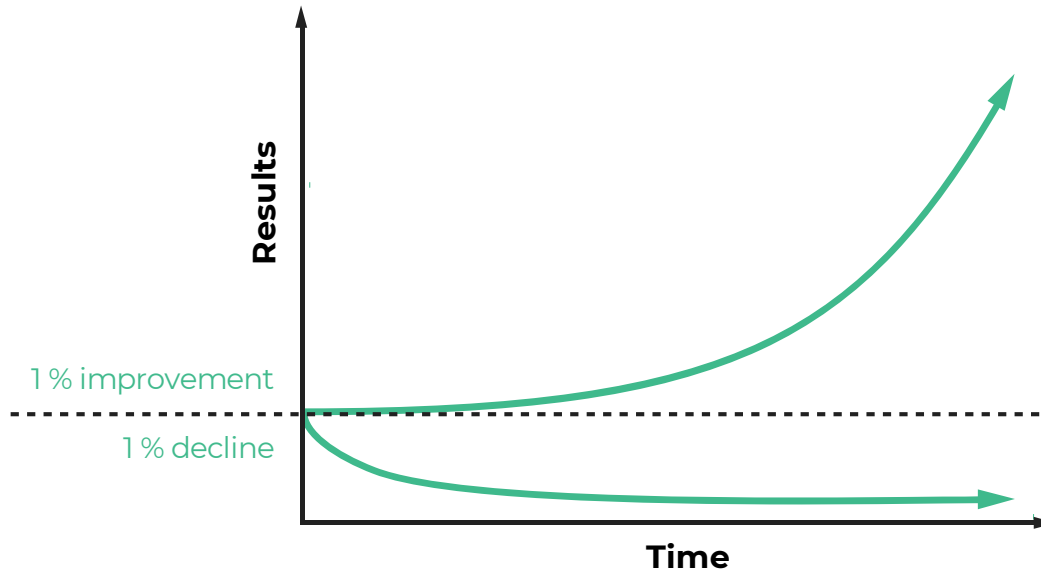
**FOR EXAMPLE: BETWEEN 20.000 AND
100.000**

IT-SYSTEMS

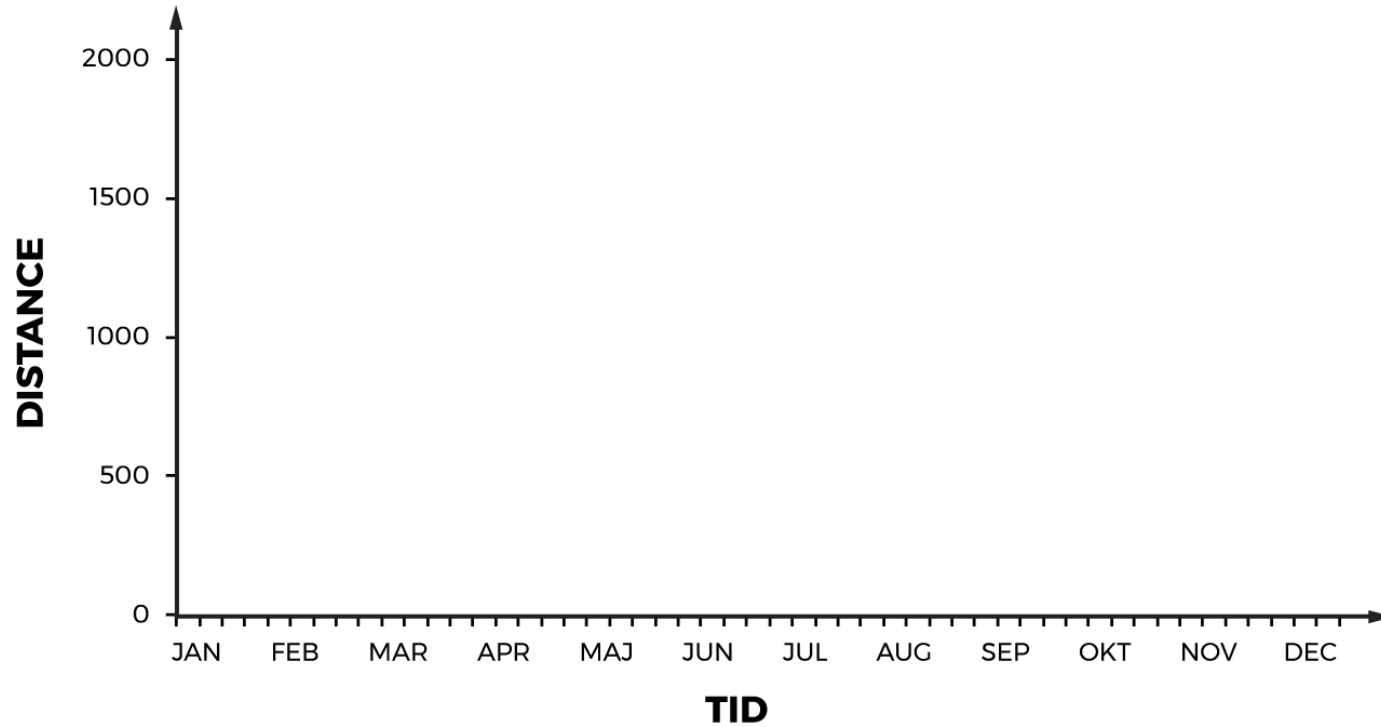
More than 85 percent of new it systems get delayed according to the original projectplan.



1 % BETTER EVERY DAY



SMALL STEPS



“We want agile decision making”

COMPANY X

“We want proactive stakeholder
management”

COMPANY Y

“We want a customer centric mindset”

COMPANY Z

“We want people to take ownership”

COMPANY X

“Ensure a strong business mindset
across the organisation”

COMPANY Z

“We take a bold and agile aproach to
support new ways of working”

COMPANY Z

“Deliver innovative solutions to
hospitals and patients to solve
identified needs”

COMPANY ... ?

“For Strategic Accounts deploy Broader
clinical and non-clinical Stakeholder
Engagement planning and cross-
functional value messaging.”

COMPANY ... ?



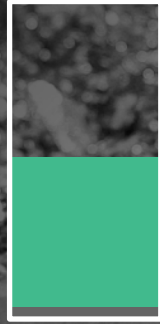
PAGE 5 IN THE JJ-FLIPBOOK

- Purpose (1)
- Aspiration (1)
- Value we bring (5)
- Capabilities (5)
- Why (1)
- Vision (1)
- Credo (1)
- Global Growth Drivers (4)

EVERYBODY THINKS THEY ARE ABOVE AVERAGE ...

- 78 percent of swedish drivers think they drive better than average
- 74 percent of people in jail think they are more compliant to the law than the average citizen
- 82 percent of french men think they make love better than the average french man.

Expected success rate:
50 %



Real rate of success:
2,5 %

TAPPERS AND LISTENERS

