

**1. INTRODUCTION TO BEHAVIORAL DESIGN –  
HOW DO PEOPLE MAKE DECISIONS?**

**2. THREE LEADERSHIP PRINCIPLES FOR  
DRIVING CHANGE**



# **1. INTRODUCTION TO BEHAVIORAL DESIGN – HOW DO PEOPLE MAKE DECISIONS?**



**A RATIONAL MYSTERY**







# 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



## Judgment day

Favourable rulings by parole boards, %



Source: PNAS



**1**  
**SYSTEM**

**2**  
**SYSTEM**



**1**  
**Intuitive**

**2**  
**Analytic**



**1**  
**Strategy is  
executed**

**2**  
**Strategy  
is created**



**Leading  
together  
next tuesday**

**'Leading  
together'  
framework**



## **2. THREE PRINCIPLES FOR CHANGING BEHAVIOR**



**ONE WORD: FRICTION**







**SOLUTION #1: MAKE IT EASY**



# ONE CLICK DIVORCE

14,4%

or 3.149 families ...



**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



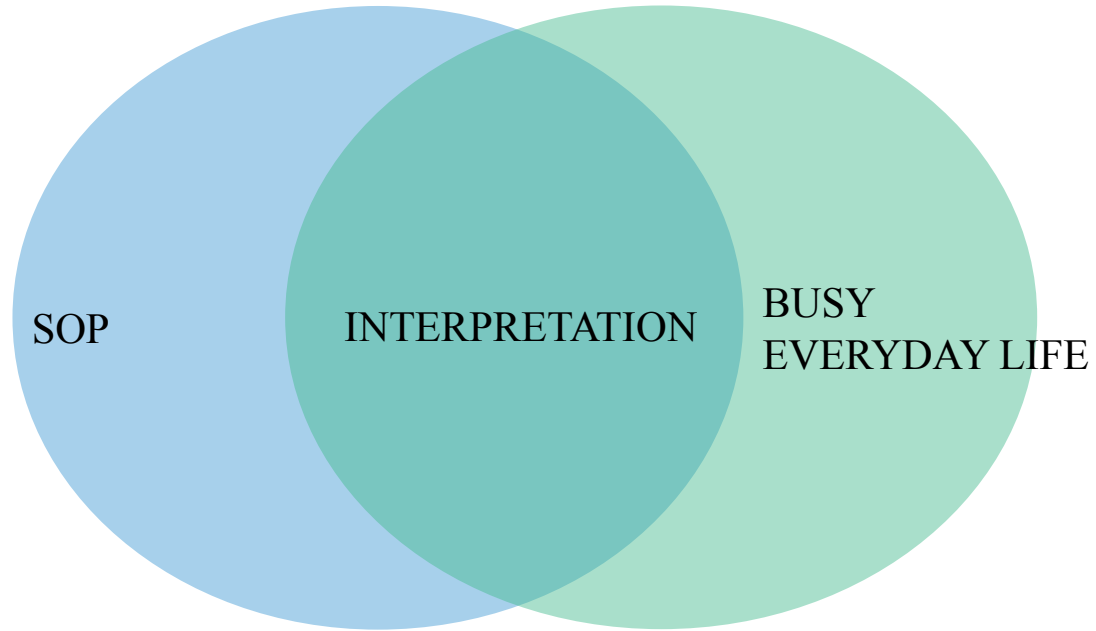
**8.2 minutes  
estimated**

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*







# 18 SOP'S VS. REDESIGNED BINS









# PATH OF LEAST RESISTANCE

## 'PEOPLE LOVE EASY THINGS'

Always start by removing friction between your stakeholder and the desired action. Remember: The obstacles are rarely linked to system 2-reasons.



**FRICTION #2: THERE IS NO  
SOCIAL PROOF**



# WHEN INFORMATION LEVELS ARE LOW, WE COPY OTHER PEOPLE

*– Let's go to the elevator*



TNC



# EVERYBODY THINKS THEY ARE ABOVE AVERAGE ...

- 78 percent of swedish drivers think they drive better than average
- 94 percent of american professors think they teach better than average
- 82 percent of french men think they make love better than the average french man.



**SOLUTION #2: BE THE SOCIAL  
PROOF OR CREATE IT**



“I always find the 3 most lazy people  
and do it for them. When everyone else  
sees that even Frantz can do it, they  
also follow his lead”





# **SOCIAL PROOF**

## **'PEOPLE COPY EACH OTHER'**

You need to point to the social proof – or create it yourself. And be very cautious about the negative proof.



**FRICTION #3: THE STRATEGY IS  
NOT TRANSLATED**



“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 NN**



“We want less silo thinking”

**COMPANY x**



“Only buy what is necessary”

COMPANY ...



**PASSIONATE  
ABOUT  
LUNDBECK**

**OWN  
THE GAP**

**BUILD  
NETWORK**

**ENGAGE  
EMPOWER  
DEVELOP**



**PASSIONATE  
ABOUT  
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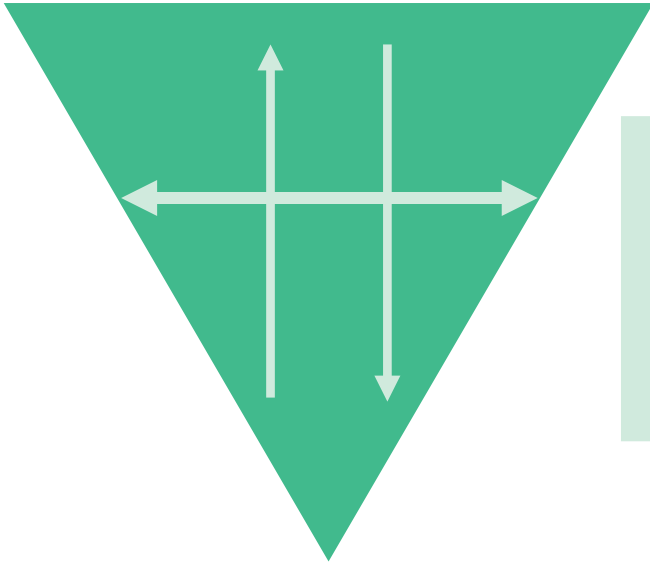
**BUILD  
NETWORK**

**ENGAGE, EMPOWER AND DEVELOP**

Lundbeck Leaders engage, empower and develop employees and teams. They create an inspiring work environment where everyone contributes to delivering excellent results.



# WE USE LEAN TO ENGAGE, EMPOWER AND DEVELOP



Respect

Humility

Transparency

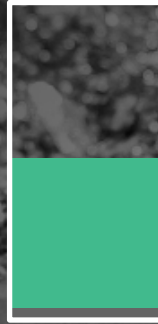
Trust

Learning

Every Mind in the Game



**Expected success rate:**  
**50 %**



**Real rate of success:**  
**2,5 %**

# **TAPPERS AND LISTENERS**



# #1: DOES IT PASS THE VIDEO TEST?

Have you made your intended behavior specific enough that a third person can watch a video recording and identify it?

