

A wide-angle landscape photograph of a golden field, likely a harvested crop field, with numerous round hay bales scattered across it. The field is bathed in warm, golden light, suggesting late afternoon or early morning. In the background, a dense line of green trees stretches across the horizon. The sky is a deep blue with soft, white clouds. The word "WELCOME" is overlaid in large, white, sans-serif capital letters across the upper portion of the image.




WELCOME

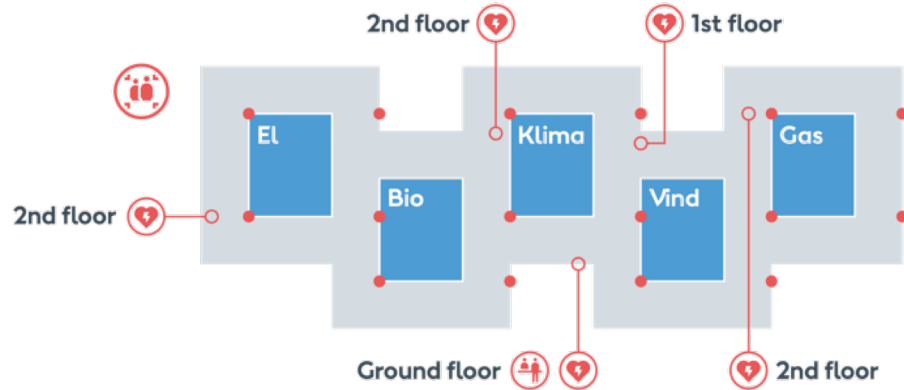
The Orsted logo, consisting of a white circle with a vertical line through it, followed by the word "rsted" in a white, lowercase, sans-serif font.

Orsted

SAFETY BRIEFING



-  Heart defibrillators
-  Muster points
-  Reception
-  Emergency exits

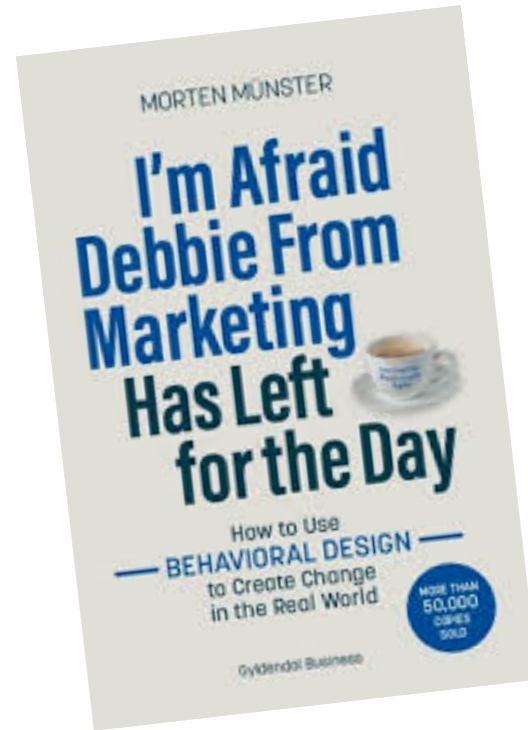


AGENDA

TIME	SESSION	SPEAKER
12.00-12.05	Welcome	Marie
12.05-13.20	Morten Münster presentation	Morten Münster
13.20-13.40	Break	-
13.40-14.00	MB update from Morten	Morten
14.00-14.20	Communications & engagement	Marie
14.20-14.50	Q&A session	MB ExCom on stage
14.50-15.10	Break - healthy refreshments	-
15.10-15.55	SBU workshops	Thomas
15.55-16.00	Wrap up	Morten



MORTEN MÜNSTER



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

**2. THREE PRINCIPLES FOR CHANGING
BEHAVIOR**

INTRODUCTION TO BEHAVIORAL DESIGN – HOW DO PEOPLE MAKE DECISIONS?

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

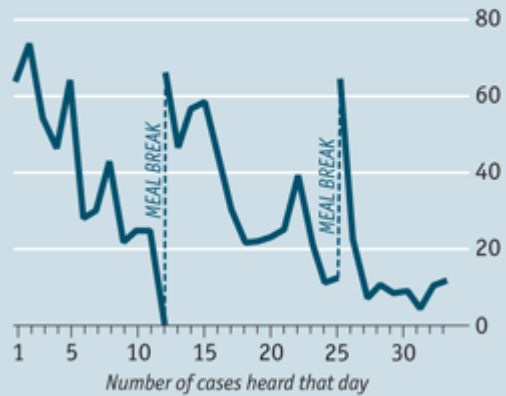
SYSTEM 2: SLOW, REFLECTED, CONTROLLED

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



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**

REFLECTION

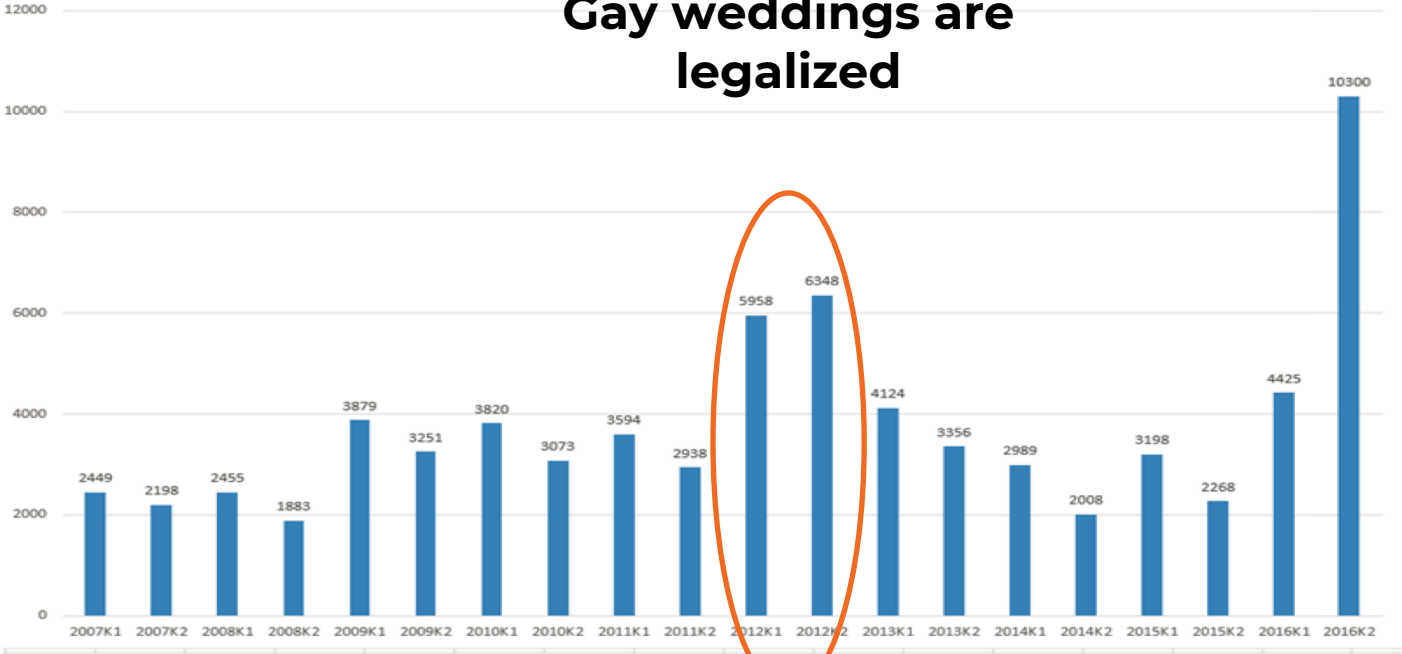
- What do you need to be especially aware of – taking the science of system 1 and 2 into account?

THREE PRINCIPLES FOR CHANGING BEHAVIOR

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

RENUNCIATIONS OF THE NATIONAL CHURCH

Gay weddings are legalized



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*

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: USE 'PER' TO
CREATE A MEMORABLE
FOOTPRINT**

RESEARCHERS ASKED 1000 PEOPLE: WHAT WILL BE THE MOST MEMORABLE MOMENTS FOR A NEWBORN CHILD WHEN THEY LOOK BACK AT THEIR LIFE?

- Wedding
- Education
- First job
- Becoming parents
- Their sexual debut

“85 percent of the most memorable moments in our life happen to us before the age of 35”

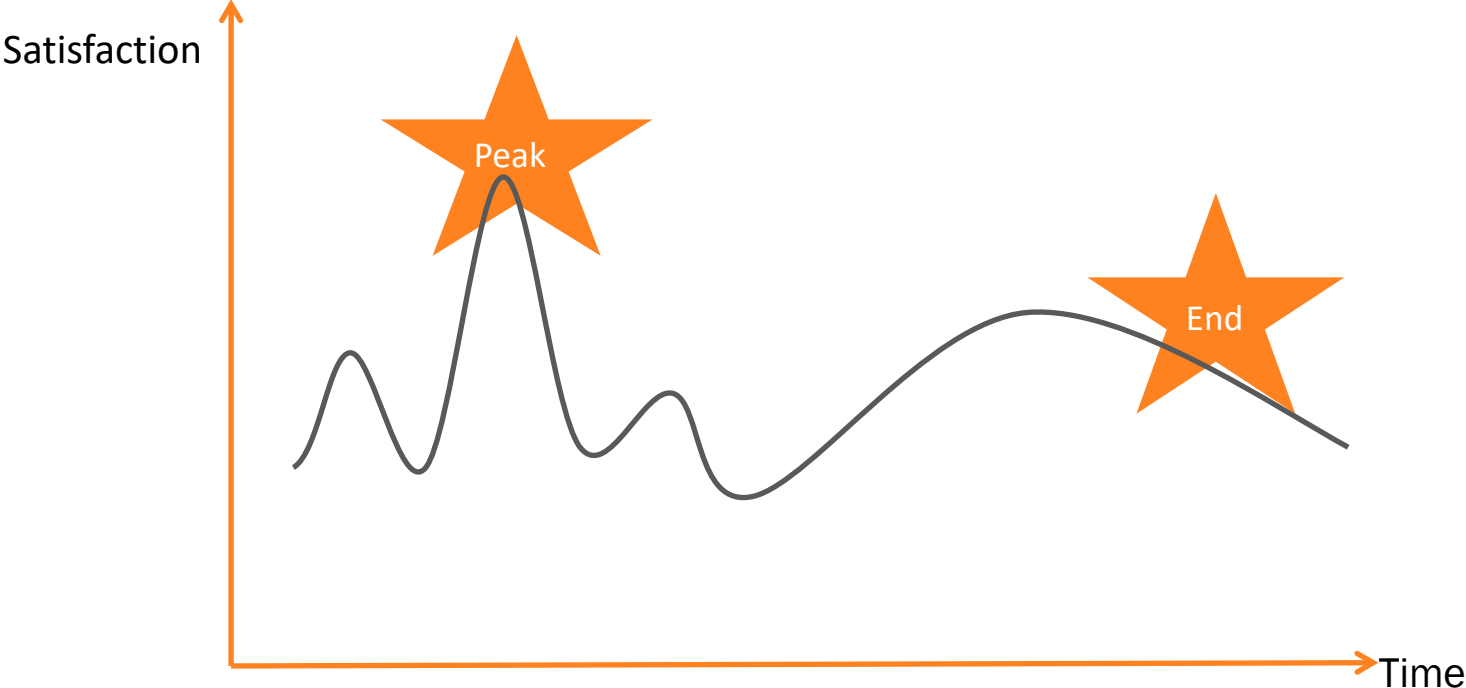


A NERDY BUT IMPORTANT FACT ABOUT MEMORY

We have two types of 'self':

1. The experiencing self – being here today
2. The remembering self – thinking about being here in the future

PEAK-END-RULE



A PEAK IN A COMPLIANCE CAMPAIGN



**A PEAK IN A
SERVICE
EXPERIENCE**



THE RITZ-CARLTON







CARRYALL
272



1 2 3

4 5 6

7



**VI USE 80 PERCENT OF
OUR TIME TRYING TO TURN A
1 INTO A 2, 3 OR 4**

**WE WOULD GET AN ROI OF
FACTOR 9 IF WE TRIED TO
TURN A 4 5 6 INTO A 7**



PRINCIPLE #3: 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.**

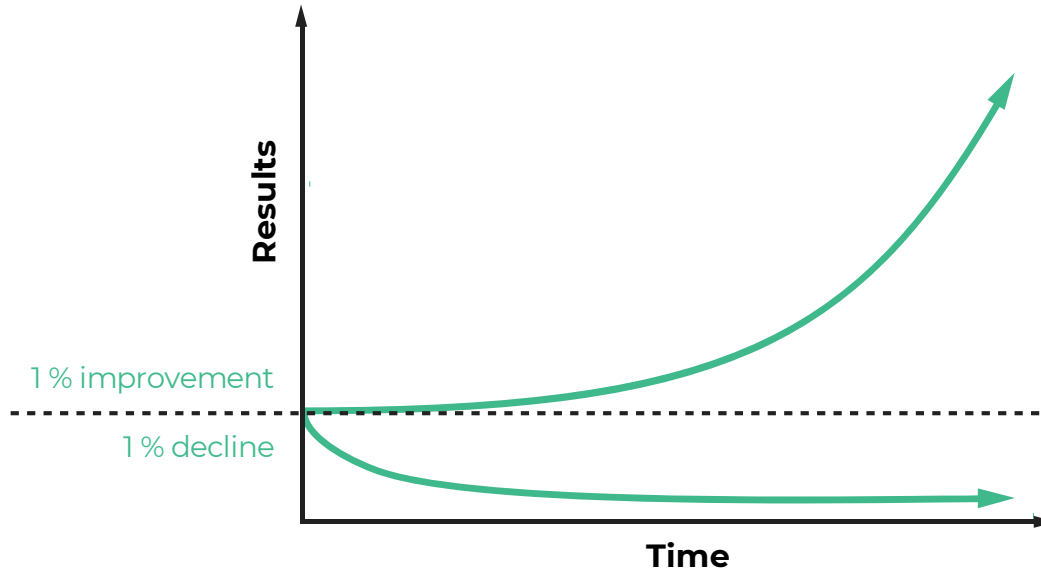
**FOR EXAMPLE: BETWEEN 20.000 AND
100.000**

IT-SYSTEMS

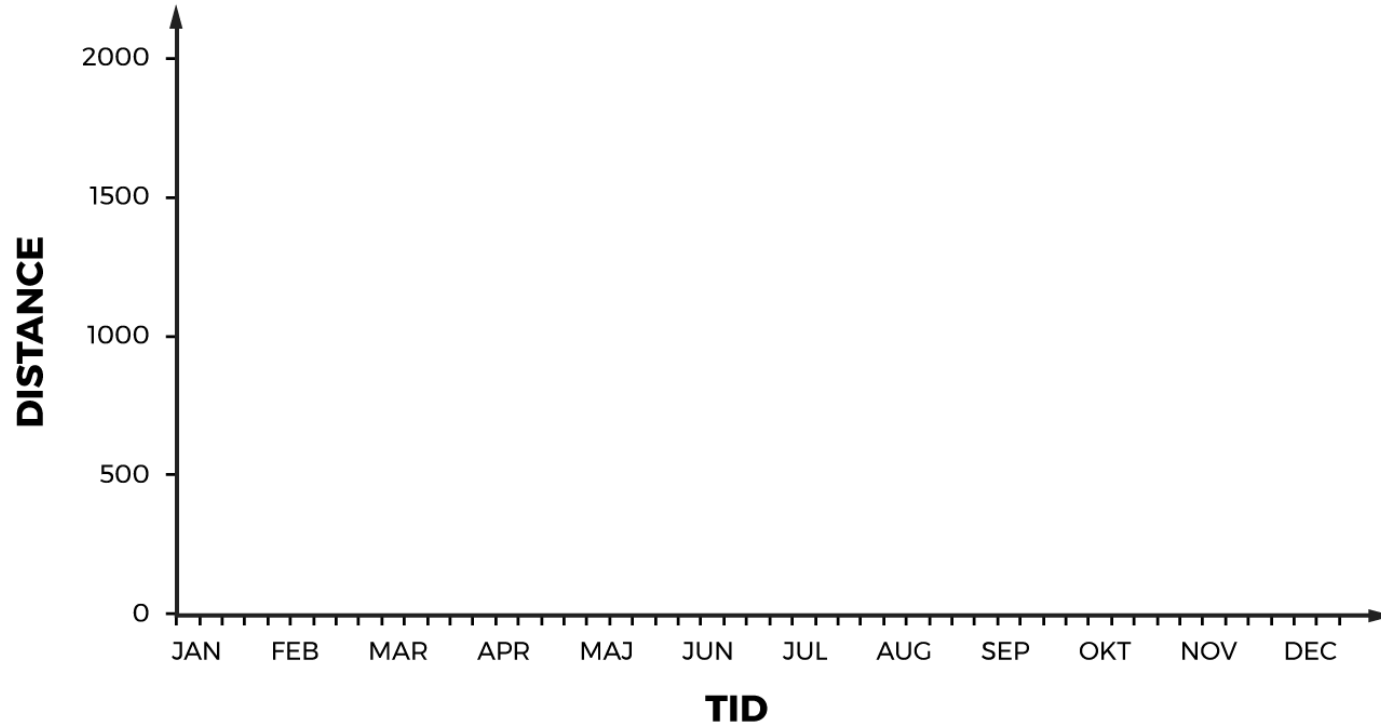
More than 85 percent of new it systems get delayed according to the original projectplan.



1 % BETTER EVERY DAY



SMALL STEPS



“We want agile decision making”

COMPANY X



“We want proactive stakeholder
management”

COMPANY Y



“We want people to take ownership”

COMPANY X



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.