



7 dingen waar ik vroeger in geloofde

Dr. Ben Tiggelaar @ Jaarcongres Verandermanagement - Leusden - 2023

1

ÉÉN BRILJANTE INTERVENTIE IS GENOEG

A photograph of two men standing in an office. The man on the left has a beard and is wearing a blue and white plaid shirt. The man on the right is wearing a purple and white plaid shirt over a black t-shirt. They are both smiling slightly. The background shows an office environment with wooden pillars, fluorescent lights, and an orange wall with an 'EXIT' sign.

ARIELYS ADVIES

2

NUDGING IS DÉ OPLOSSING



ternalistic, because private and public choice architects are trying to track or to implement people's anticipated choices. Rather, they are self-consciously attempting to move people in directions that will make their lives better. They nudge.

A nudge, as we will use the term, is any aspect of the choice architecture that alters people's behavior in a predictable way without forbidding any options or significantly changing their economic incentives. To count as a mere nudge, the intervention must be easy and cheap to avoid. Nudges are not mandates. Putting the fruit at eye level counts as a nudge. Banning junk food does not.

Many of the policies we recommend can and have been implemented by the private sector (with or without a nudge from the government). Employers, for example, are important choice architects in many of the examples we discuss in this book. In areas involving health care and retirement plans, we think that employers

**Don't Mess
With Texas**



from decals to shirts to coffee mugs. One popular design uses patriotic colors, reflecting both the U.S. flag, and—perhaps more important—the Texas flag (Figure 3.1)!

About 95 percent of Texans now know this slogan, and in 2006 “Don’t Mess with Texas” was voted America’s favorite slogan by a landslide and was honored with a parade down New York City’s Madison Avenue. (We are not making this up. Only in America, to be sure.) More to the point: Within the first year of the campaign, litter in the state had been reduced by a remarkable 29 percent. In its first six years, there was a 72 percent reduction in visible roadside litter. All this happened not through mandates, threats, or coercion but through a creative nudge.

The Spotlight Effect

One reason why people expend so much effort conforming to social norms and fashions is that they think that

**Don't Mess
With Texas**



**Don't Mess
With Texas**

**UP TO \$1000 FINE
FOR LITTERING**



FIRST ADOPT A HIGHWAY
IN THE WORLD

ADOPT A HIGHWAY
LITTER CONTROL
NEXT 2 MILES
TYLER CIVITAN CLUB



ternalistic, because private and public choices are not always aligned. It is not about trying to track or to implement people's anticipated choices. Rather, they are self-consciously attempting to move people in directions that will make their lives better. They nudge.

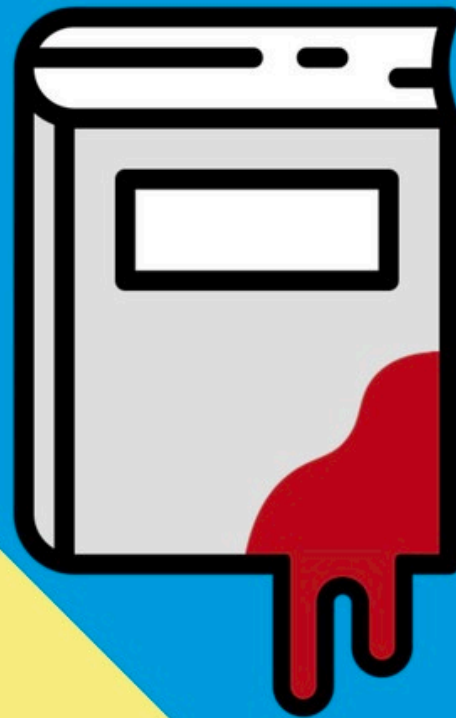
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Meta-analyses nudging

- 4 op de 10 nudges heeft geen meetbaar effect.
- De rest: kleine tot middelgrote effecten.
- Grote verschillen in effectiviteit. Verandering van de structuur van een beslissing (bijv. gebruik van defaults) werkt het krachtigste. Daarna volgen het verstrekken van informatie en ondersteuning bij het maken van een keuze.

**IF BOOKS
COULD
KILL**



BEN TIGGELAAR

3

**"WE HEBBEN EEN
CULTUUIROMSLAG NODIG"**

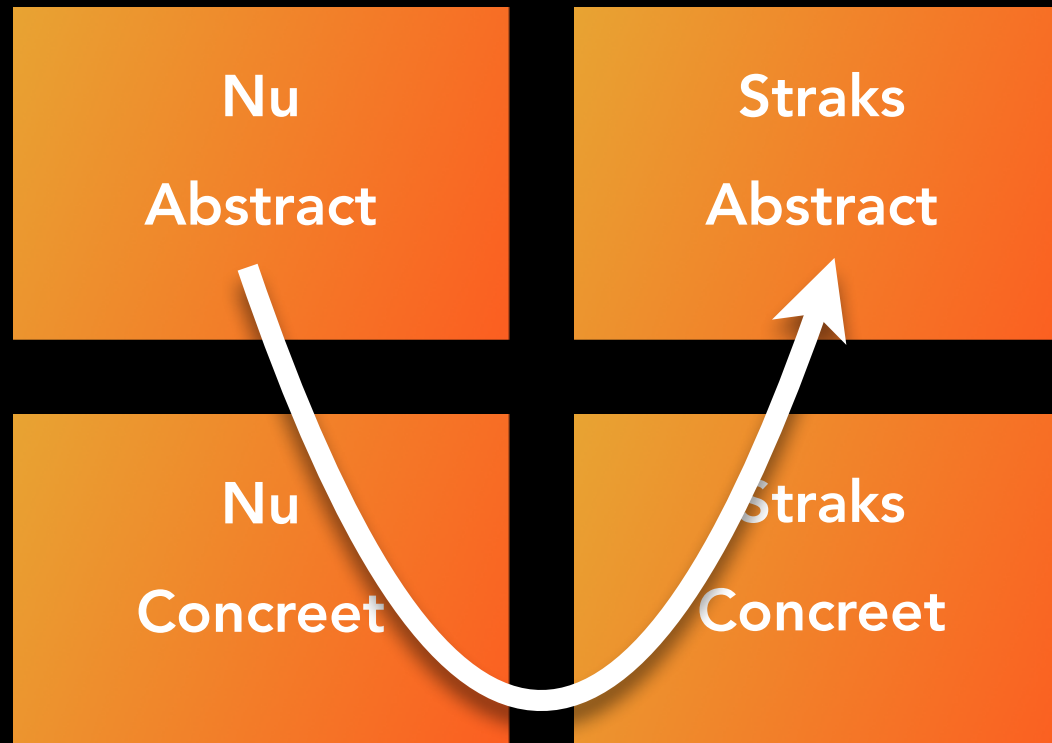
Onderzoek naar cultuur

- Sull e.a. (2020). 689 organisaties: geen aantoonbaar verband tussen organisatiewaarden en dagelijks handelen.
- Integriteit, samenwerking, klantgerichtheid, respect, innovatie.
- Uitzondering: waarden vertalen naar concreet gedrag.

VERANDERMAGEMENT



VERANDERMANAGEMENT



4

"IK BEN BLAUW, JIJ BENT GEEL"

You have a need for other people to like and admire you, and yet you tend to be critical of yourself.

(..)

At times you have serious doubts as to whether you have made the right decision or done the right thing.

(..)

At times you are extroverted, affable, and sociable, while at other times you are introverted, wary, and reserved.





BIG FIVE PERSOONLIJKHEIDSTREKKEN

Openness - Openheid voor ervaring

Conscientiousness - Zorgvuldigheid

Extroversion - Extraversie

Agreeableness - Vriendelijkheid

Neuroticism - Neuroticisme

5

NIEUWE, EFFECTIEVE GEWOONTES ONTWIKKELEN



APA Dictionary of Psychology

Search and select a Dictionary term



habit



n. a well-learned behavior or automatic sequence of behaviors that is relatively situation specific and over time has become motorically reflexive and independent of motivational or cognitive influence—that is, it is performed with little or no conscious intent. For example, the act of hair twirling may eventually occur without the individual's conscious awareness. —**habitual** *adj.*

A photograph of Barack Obama and Mark Rutte on a stage. Barack Obama, on the left, is wearing a dark suit and a light blue shirt, waving his right hand. Mark Rutte, on the right, is wearing a dark suit and a white shirt, smiling and holding a black folder. The background is dark with a blue light source on the left and a blue curtain on the right.

OBAMA'S ROUTINES

BEN TIGGELAAR

6

FINANCIËLE PRIKKELS WERKEN (NIET)



7

IK KAN ANDERE MENSEN MOTIVEREN

A motivational speaker, seen from behind, stands on a stage with arms raised high, addressing a large, enthusiastic crowd. The speaker is wearing a dark jacket and a watch. The audience is dense and many people have their hands raised in the air. The scene is lit with stage lights, creating a high-energy atmosphere.

**MOTIVATIONAL SPEAKERS?
NIET DOEN!**

WAT IS MOTIVATIE?

Motivatie is niet 'één ding'

Ambivalentie

Fluctuatie

