



**Mindset and Behavior Change**

# Deeply interested in what moves people

## BACKGROUND

- **> 30 years experience as executive in life science industry**
- **Master degree in pharmacy & business economics,**  
Leiden University, The Netherlands
- **Master degree in marketing,**  
NIMA C, Dutch Marketing Institute
- **Certified holistic psychotherapist,**  
PET Academy, The Netherlands
- **Certified systemic coach,**  
Bert Hellinger Institute, The Netherlands



**Karin van Zuilen**  
Founder of **Senz Strategy Consulting**  
Strategy & Change expert

Personal  
development

Strategy  
development

Change  
management

## **The key to initiate change**

The ins and outs of 'mindsets': what are they and how do they work?

What hinders people/teams to grow

Why 9 out of 10 times your important messages (or strategies) don't get through

Examples of success stories and the reasons why

THE 3 keys to change mindsets and behavior

How to manage a successful change ( in your life and in organizations)

***11:00 – 11:15 Break***

## **Application to your own situation**

Discuss application to your own business with other participants

How to influence emotions and thinking

An exercise to recognize your own pattern

And next..

***12:30 End of program***

# We all process information differently

Processing

Sensory input



Perception



Output / Behavior



senz  
inner move outer success

# The Brain is the Ultimate Pattern-Making Machine!

The brain takes great pleasure in taking random and chaotic information and ordering it.

100 billion nerve cells are interconnected by trillions of connections.

These connections (synapse) send 1 -1000 signals per second (producing thought)

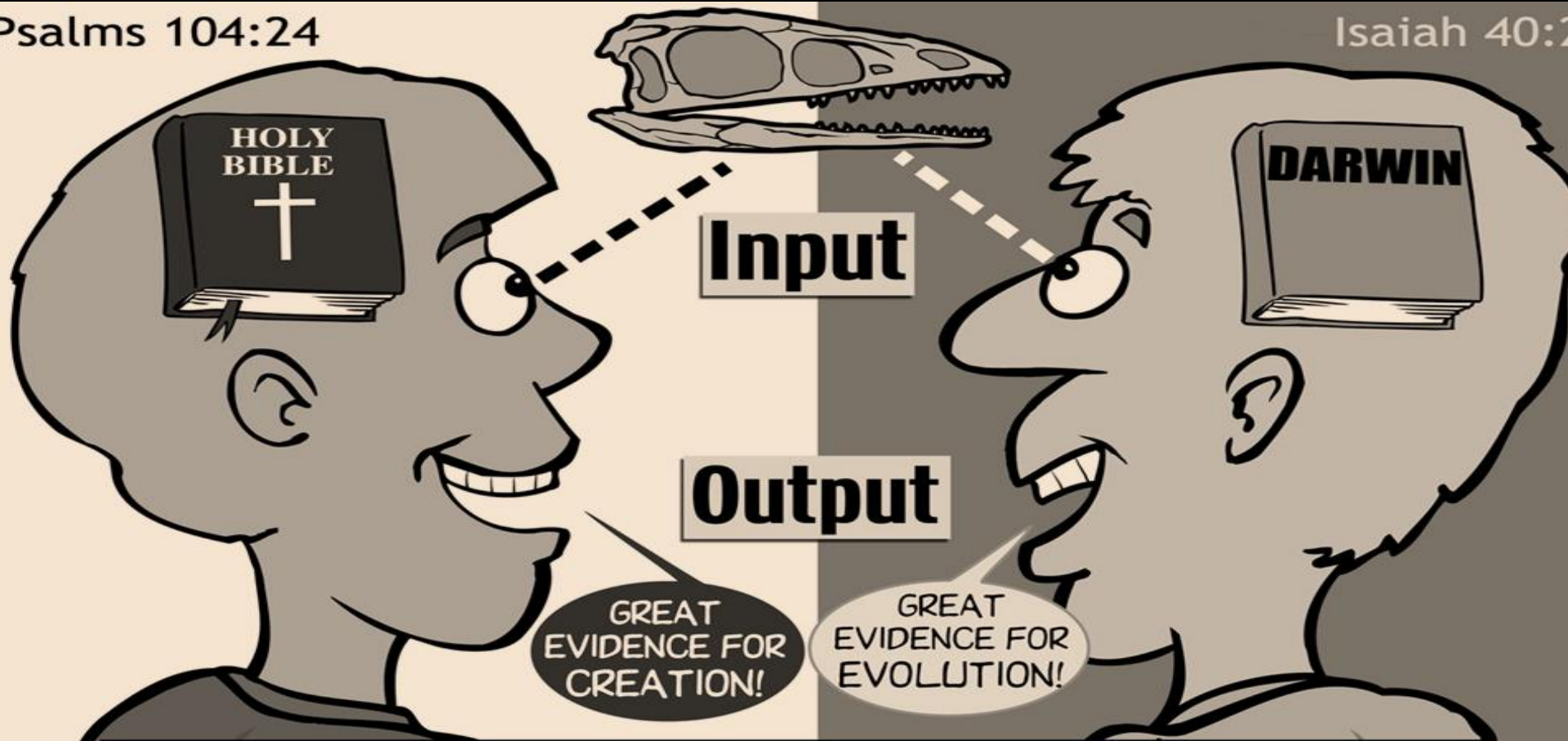
**The more the same route is being used, the stronger it gets**



# We all have our own truth

Psalms 104:24

Isaiah 40:2





# Our brains don't like change

Difficult to change views & behavior

You see evidence for your own beliefs

We filter information – are selective

- We react more to negative triggers
- People follow the crowd
- We ignore things that don't belong to our worldview
- Self expectation is reflected in your life
- We prefer to keep things the same



**Bandwagon effect**  
People follow the crowd, meaning you might be more likely to vote for someone because they have more supporters even if they don't align with your views.

**Conservatism bias**  
Have you ever heard someone say, 'There's nothing that will change my mind'? That is conservatism bias. We have a tendency to not update our views when faced with new evidence.

**Confirmation bias**  
When you believe something to be true, you see evidence that supports it, like when you think someone doesn't like you, you are more likely to notice when they're 'off' with you.

**Empathy gap**  
When we are being logical (cold), we don't understand how our decisions would differ if we were emotional (hot). Conversely, when we are emotional we don't realize how much our decisions are being influenced by emotion.

**Anchoring bias**  
We make our decisions from the first piece of information that we learn about a subject. This is why we are more inclined to buy something when we see the original price placed next to the reduced price.

**Choice-supportive bias**  
When you make a choice, it is probable you will look back on it positively to rationalize your decision, even if you see afterwards that there were better options.

**Negativity bias**  
Negativity bias is when our minds react more strongly to negative experiences rather than positive ones. It makes us more likely to turn down opportunities because we can see the threats within the choice rather than the advantages.

**Frequency illusion**  
Have you noticed that when you learn a new word you start seeing it everywhere? Our brains have a habit of trying to see patterns, so we notice things more if they are interesting to us – like a new word.

**Restraint bias**  
We overestimate our ability to resist temptation. This means we think we won't eat a slice of cake at a party when we're trying to eat healthily, but many of us will have overestimated our own willpower.

**Ostrich effect**  
Humans often (metaphorically) bury their head in the sand. We choose to ignore the bad things that are happening, like not checking our bank accounts, rather than tackle the problem.

**Galatea effect**  
This describes the power of self-expectation. If you believe you will succeed, you are more likely to be successful, compared to if you believe you can't do something.

**Overconfidence bias**  
Some people may be overconfident in their abilities because of this bias and as a result take greater risks in decision-making, which may end positively or negatively.

**Procrastination bias**  
We tend to accept short-term reward rather than wait for a better reward. We know our coursework will be more worth it in the long run, but we are still tempted by the funny cat videos.

**Scope insensitivity**  
Our brains are not very good at understanding scale. If we hear a disaster has impacted 200, 2,000 or 200,000 people, we react the same because we can't comprehend the larger numbers.

**Fundamental attribution error**  
This is when we attribute the behaviour of someone to a character flaw rather than just an uncharacteristic moment. Someone who snapped at you once is probably not an angry person, but we think they are.

**Status quo bias**  
The status quo bias is our preference for things to stay the same. You might revisit the same restaurant or purchase the same brands just because that's what you have done in the past.

**Reactance bias**  
If we are forbidden to do something, we may have the desire to do that exact thing in order to prove our freedom of choice, like being asked not to walk on the grass or touch a piece of art.

**Selective attention**  
Our attention is a limited resource, and we have to direct it on things specifically for it to work. Our brains filter information in our environment to focus on what is useful and ignores the rest.

**Zero-risk bias**  
We prefer the elimination of all risk over a greater reduction in a larger risk (overall), like choosing to clean up a small oil spill completely, rather than using the same money to clean up a giant oil spill significantly.

**Survivorship bias**  
You see so many books every day, you might think it is easy to publish. This is an example of survivorship bias, as you have not seen the many more that didn't make it to the publishing stage.



# Adoption of new behavior is essential

**72% of all  
organizational change programs  
FAIL**



because of  
lack of motivation  
to **adopt new behavior**



# Effects of a fixed mindset

Don't see the bigger picture. Claims credit for achievements, but blames others for mistakes

## Repeating unwished behavior

Not being able to get some people along

You are missing important information



Not controlling your emotions

Critical about employee growth capabilities

Clashing with some team members

You are making decisions based on only part of the information

You are not able to delegate properly

# Effects of a growth mindset

Believes in organization's purpose

**Change unwished thinking/feeling/behavior**

**and change unwished results.....**

Engage other people

You have access to more info, so better decision making



Believes in the potential of others

Improved connection & understanding

Collaborates, shares information, values learning

You are able to control your emotions

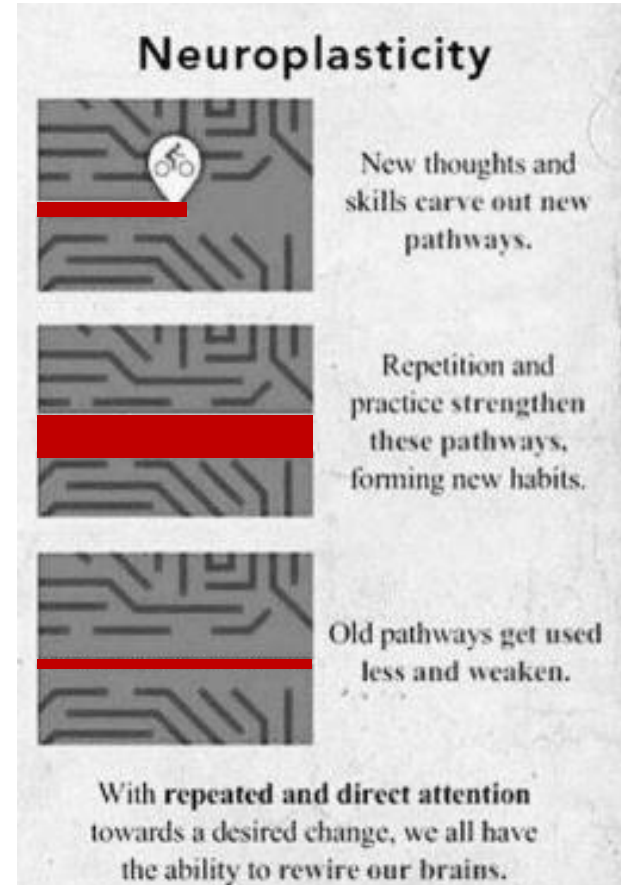
Improved delegation

# There is hope

Our brain has the ability to grow new neurons

When we learn something new, we create new connections  
between our neurons

This happens on a daily basis, but it's also something that we  
can encourage and stimulate.



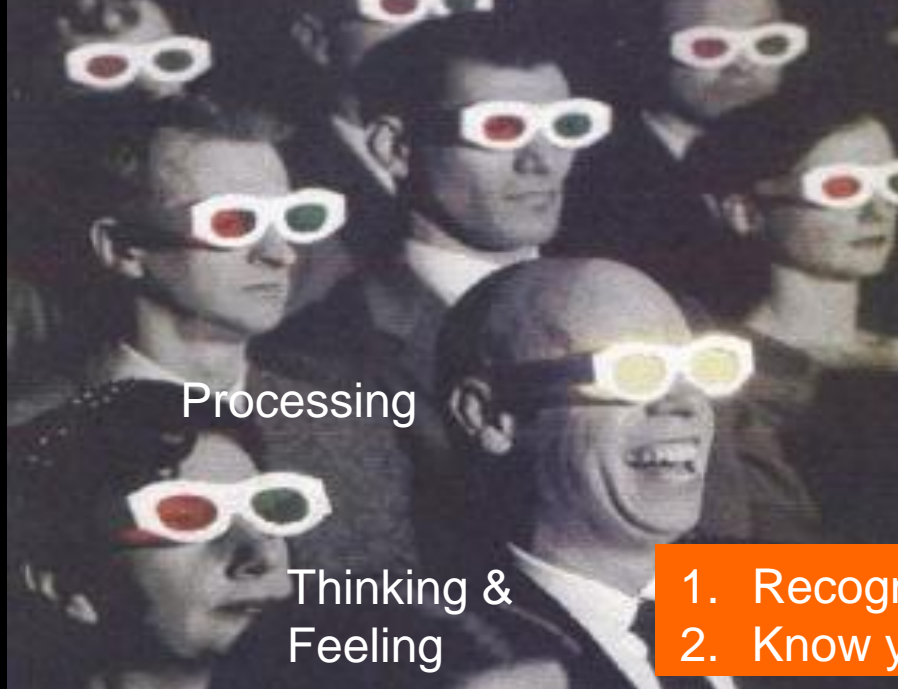
# How we can make new behaviour happen

Change the environment / input

Transform your thinking / feeling

Consciously take different actions

Sensory input



Processing

Thinking & Feeling

Perception



Output / Behavior

1. Recognize your patterns!!!!
2. Know your pain & vision

# An approach to change

CEO of a huge healthcare organization in USA defined a need for change

Described financial and operational problems

**Problem:** Lacking a clear strategic path to a coordinated care system

**Solution:**

Build an exceptionally strong executive team  
Agenda for change developed and put into action

**Result:**

In a few years finance and performance measures looked much better, but workforce wasn't along for the ride





# Another approach to change

## Solution:

Town halls and Employee Surveys  
CEO walking around and listening  
Hiring human transformation consultant

Executive team workshop to identify what they each wanted to do to contribute to our larger agenda

Identify passionate champions in the organization  
Divide them into 4 teams

Set these teams to work on defined areas of organizational need. Run team workshop  
Define problems and solutions

Replace champions by implementation champions  
Champions became team coach







**Why 9 out of 10 times your important  
messages (or strategies) don't get through**

# The well kept secret of the reptilian brain

Written language, complex thinking, calculating, and rationalizing your decision

**The reason**

Neo-cortex

Gut feeling

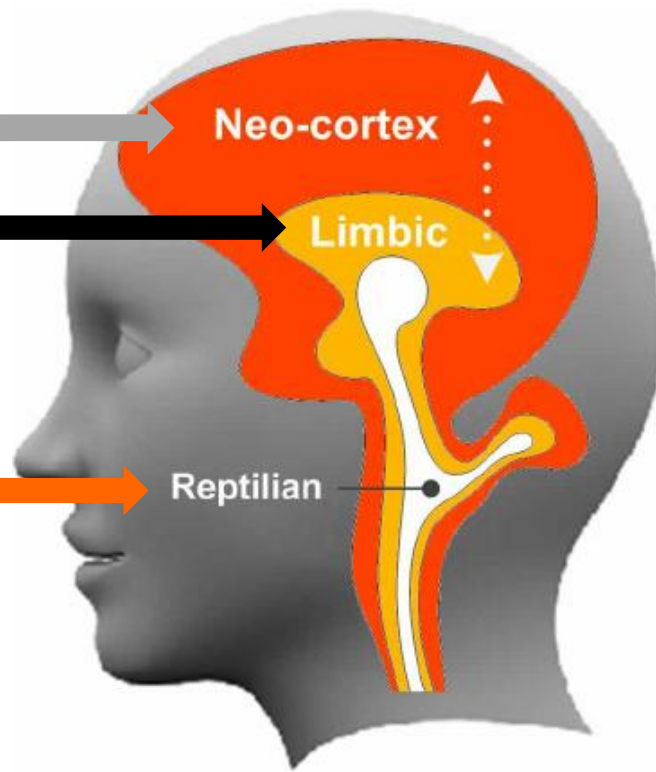
**Emotion**

Limbic

Survival

**Instincts**

Reptilian



# Who remembers Maslow?



## Maslow's hierarchy of needs

# OUR PROCESS TO ESTABLISH NEW PATTERNS

## Establish Urgency

1



Survival

## Build Powerful Coalitions

2



Belonging

## Create Direction

3



Purpose

## Lead by Example

4



Safety

## Inspire Contribution

5



Recognition

## Make it Stick

6



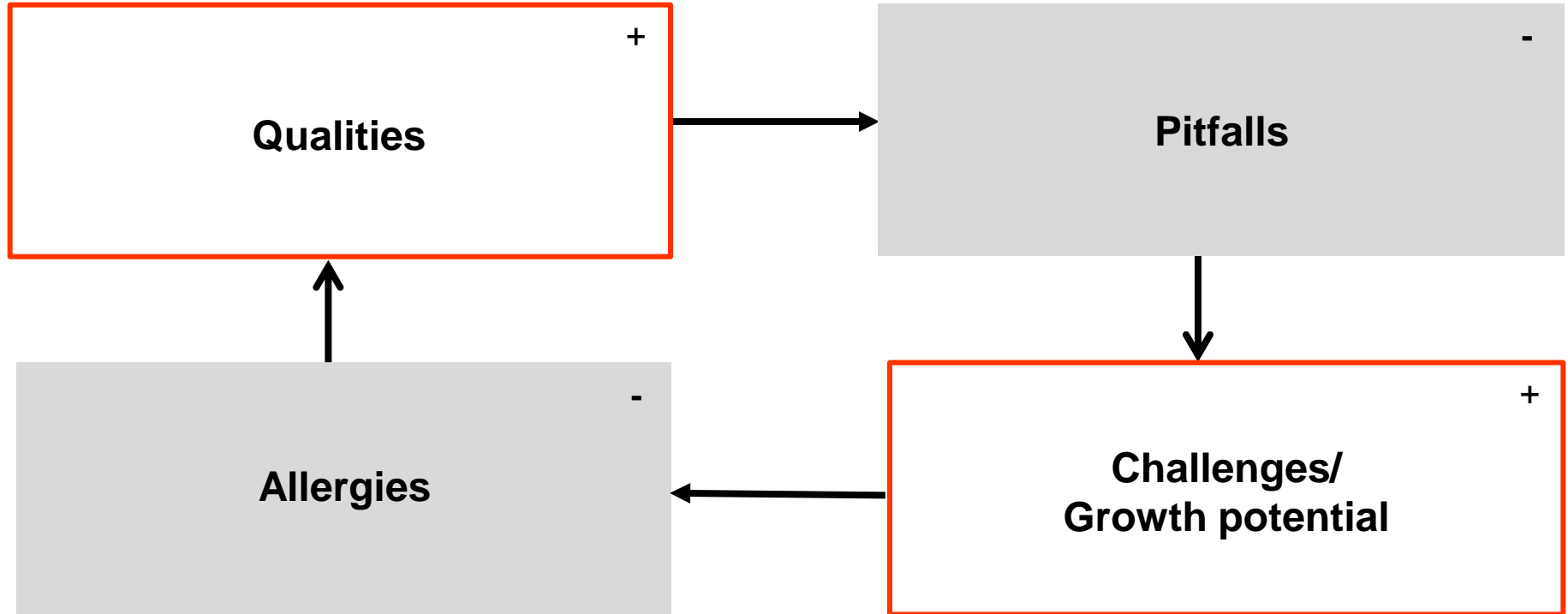
Survival

*At a glance*

# The Power of YOU©

Discovering your unique qualities  
Breaking with hindering patterns

# Core quadrant







# What you need to know about Allergies

- Characteristics that you disgrace/cannot stand
- Characteristics that evoke negative emotions in you

The more we meet our allergies and the more consciously we deal with them,  
the more effective we are

## **Support Questions**

What I would hate in myself

What others tell me to put into perspective

What I despise in others

# Allergies

fanatism

inpredictable

longwindedness

arrogant

weak willed

manipulative

laziness

carelessness

bitchy

detached

aloofness

impatience

# Your Core Qualities define you

- Characteristics that belong to your essence
- Strong points that define you
- Natural (and not learnt) skills

The more we are aware about our core qualities,  
the better we can use them in our lives

## **Support Questions**

+

What I expect/demand from others  
What others appreciate in me  
What I take for granted in myself

# Core qualities

patience

enthusiasm

seriousness

down to earthness

discipline

spontaniety

realism

flexibility

energy

tact

courage

thoughtfulness

# Your pitfalls are your shadow sides

- Your weak point / Your shadow side
- What you are blamed for
- Source of conflict with your environment
- Helps to recognize your strengths

The more we realize our shadow sides, the more we can accept them as a part of ourselves and take responsibility for them

## **Support Questions** -

What I'm willing to overlook in others

What others blame me for

What I tend to justify in myself

# Pitfalls

fuzziness

conservativeness

superficiality

patronizing

chaos

indecisiveness

egoism

fickleness

arrogancy

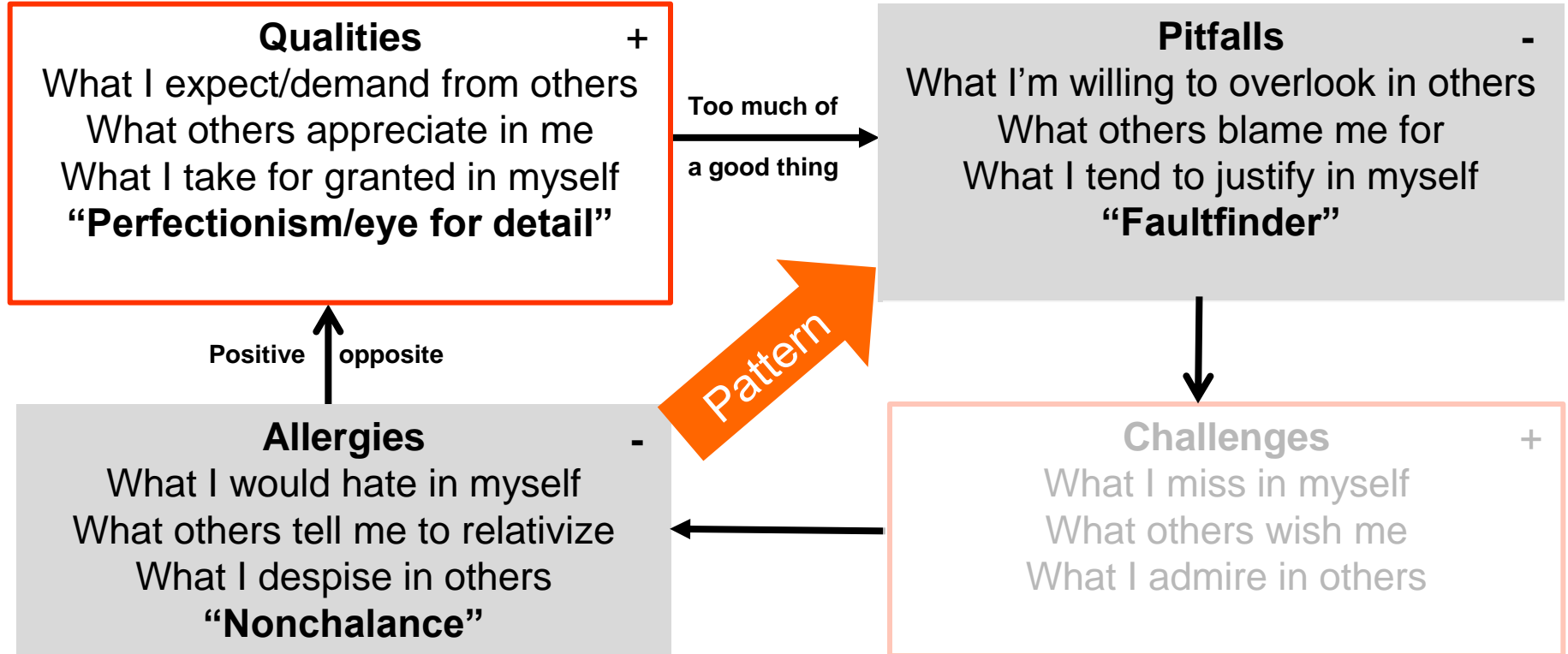
pessimism

suspicious

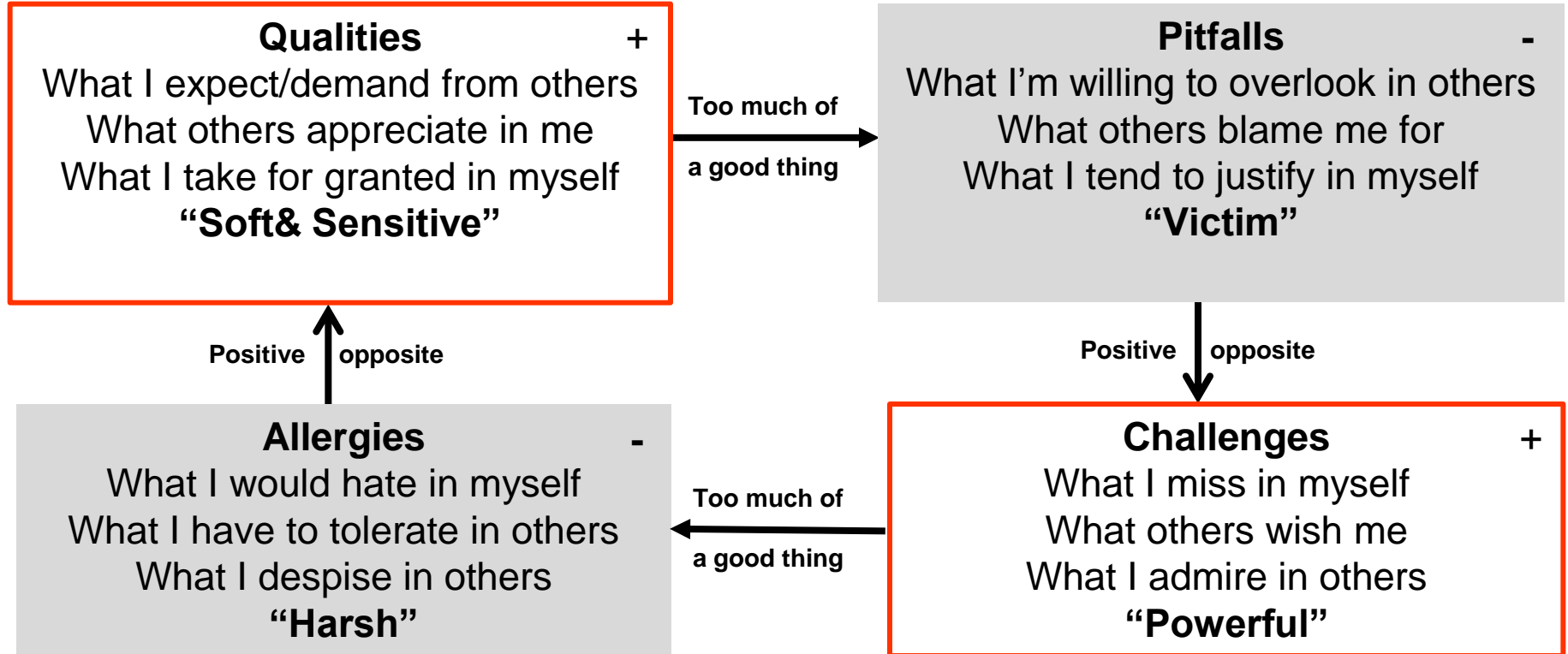
stubbornness



# Find your pitfalls



# Core quadrant



# Our most popular programs



## **Mindset Growth**

Understand how to Change  
Mindsets and Behavior  
master class



## **Power of You**

Discover your Added Value &  
Growth Potential  
workshop



## **Engage for success**

Change management /  
Employee alignment  
program

### **Contact us for:**

Organizational transformation and coaching  
Branding and positioning

**Senz Strategy Consulting Sdn. Bhd.**

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**We worked for the following large, mid-sized and small companies in Malaysia, the Netherlands, Germany and on a global level:**

27Group  
ABN Amro Bank  
AMC hospital  
Arcus College  
ArtVentive  
Asean BAC  
Asta Medica Pharmaceuticals  
Astellas Pharma  
Baermed Liver Cell Technology  
CIZ academy  
Celergen @ Swiss Medical Beauty Center  
Cibema Mobile App  
Community Vlissingen  
Dagra Pharma  
Elanco  
FrieslandCampina  
The Hotshoe Show

IDG Media Communications  
Hamelink & van den Tooren - Tax Lawyers  
InQpharm healthcare  
LeanIn  
Mercaptor Discoveries  
Momentum Capital - Investment funds  
MPS  
Novartis Pharma  
RWE Technology  
Sanders & Clients Communications  
SARV International market research  
Strategic Swiss Partners  
Tatum Interior Collections & Design  
Urogyn pharmaceuticals  
VSM consumer health  
Yamanouchi Pharma  
The Dutch Water Board

# Our clients in Malaysia

- FrieslandCampina – change management program, teamwork
- Tatum – change management program, teamwork
- Elanco – Power of YOU workshop
- Asean BAC – Lecture Innovation and change management
- Hotshoes – Power of YOU workshop, Leadership training
- LeanIn – Power of YOU workshop
- MDBC – Mindset and Behavior change workshop
- MPS – Teamwork program
- Zaluvida Group – Global marketing, client engagement, leadership, teamwork

# They were also facing mindset issues

Negative emotions and lack of initiative affected the growth of my business



*Gerardine Loggere  
Managing Director  
Tatum, Malaysia*

Lack of employee engagement hinders change of strategy



*Wolfgang Hunger  
General Manager Benelux  
VSM natural medicines*

Lack of cooperation within my team was blocking the wished professionalization



*Nela Ansano  
Manager Water Management  
HHNK*



# Our clients reached their goals

**Problem:** Lack of employee engagement hinders change of strategy

**Result:** Engagement and teamwork were tangible after a few weeks



*Gerardine Loggere  
Managing Director  
Tatum  
Malaysia*

**Problem:** Two different directions in our organization

**Result:** Karin helped us to professionalize our organization: positioning, strategy, establish teamwork



*Wolfgang Hunger  
General Manager Benelux  
VSM natural medicines*

**Problem:** Lack of cooperation within my team was blocking the wished professionalization

**Result:** Our productivity increased drastically



*Nela Ansano  
Manager Water Management  
HHNK*

# The difference: creating supporting mindsets & behavior

Fine-tuning your Direction?



- ✓ Finding your unique added value is our specialism

Strategy & innovation track record

Engaging your employees?



- ✓ We help you translate your strategies into the mind of your employees and clients

Psychology background

Making it happen ?



- ✓ Our Implementation Support Program helps your efforts stick

# 1 in highly competitive markets



# For larger programs Senz has great partners



Creative communications services & consulting





# Senz for MindSet Growth



Senz Strategy Consulting Sdn Bhd

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**Make a  
Mindset Change  
happen**