

# Turning the Tide:

*using psychological methods  
to support attitude and  
behaviour change*

Kate Hopkinson

# Overview

- **Part 1: Case Study**
  - real project
  - ‘before’ and ‘after’ measures
  - attitude and behaviour change
- **Part 2: Discussion and Exploration**
  - relating the principles to climate change
  - relating the case study to your experience
  - sharing and exploring ideas and implications

# What this seminar is not:

- a review of psychological research relevant to a) climate change b) changing attitudes and behaviour
- a template for changing attitudes and behaviour
- a presentation of technical research findings and/or tools and techniques for making climate change research intelligible to the general public

# What we know often doesn't work:

- Exposure to accurate factual information
- Exhortation and encouragement
- Spelling out the risks of inaction

# Case Study

- Why this?
  - Aims: to support the department in improving the effectiveness of its networks, in order to add (more) value to (global pharmaceutical)
  - Relational Health Audit Tool: ‘before’ and ‘after’ measures
  - Initial resistance:
    - Title of Project

## – Initial resistance cont...

- Comments:

- “Landscape of the Mind” – don’t see any practical use”
- “Survey results interesting but difficult to relate to practicalities”
- “I do not enjoy...workshops and feel they are a waste of time. We know our department and people very well as we are already a close team”.

# Case Study

- Overview
  - Numbers: 60 people
  - Duration: 1 year
  - Methods:
    - initial interview
    - LoM profiling
    - 4 workshops (whole department)
    - 6 NDG groups
    - Management team - extras

# Highlights

- Workshop 1
  - group task
  - Landscape of the Mind group results
- NDG Groups and high divergers
- Workshop 4
  - results and participant response



**Global Pharmaceutical UK IT Department**  
**Network Development Project**  
Workshop 1 - 27th February 2007

**Purposes of Workshop 1**

- To take stock: “where are we now”?
  - a) consider a fresh perspective (Landscape of the Mind)
  - b) establish a Baseline (Audit data)
  - c) place ourselves in context (ecosystem model)
- Initiate work on the other three departmental Challenges
- Launch network development groups

# Principles:

- Reduce anxiety and uncertainty
- Show don't tell
- Engage at all levels
- Join participants 'where they are'
- Task aspects first

## Global Pharmaceutical UK IT Department Development Programme Workshop 1

### ***“BUILD A MODEL OF YOUR ECOSYSTEM”***

- Consider the individuals and groups (within your organisation or outside it) which you need to interact with, to add value to your organisation
- Design and build a 3-D model of this ecosystem (using the materials provided and any others you can get legally and within the time frame for the task)

#### *In particular:*

- Show which areas of your ecosystem are vibrant and healthy, with strong and effective relationships, and which areas are not in such good shape.





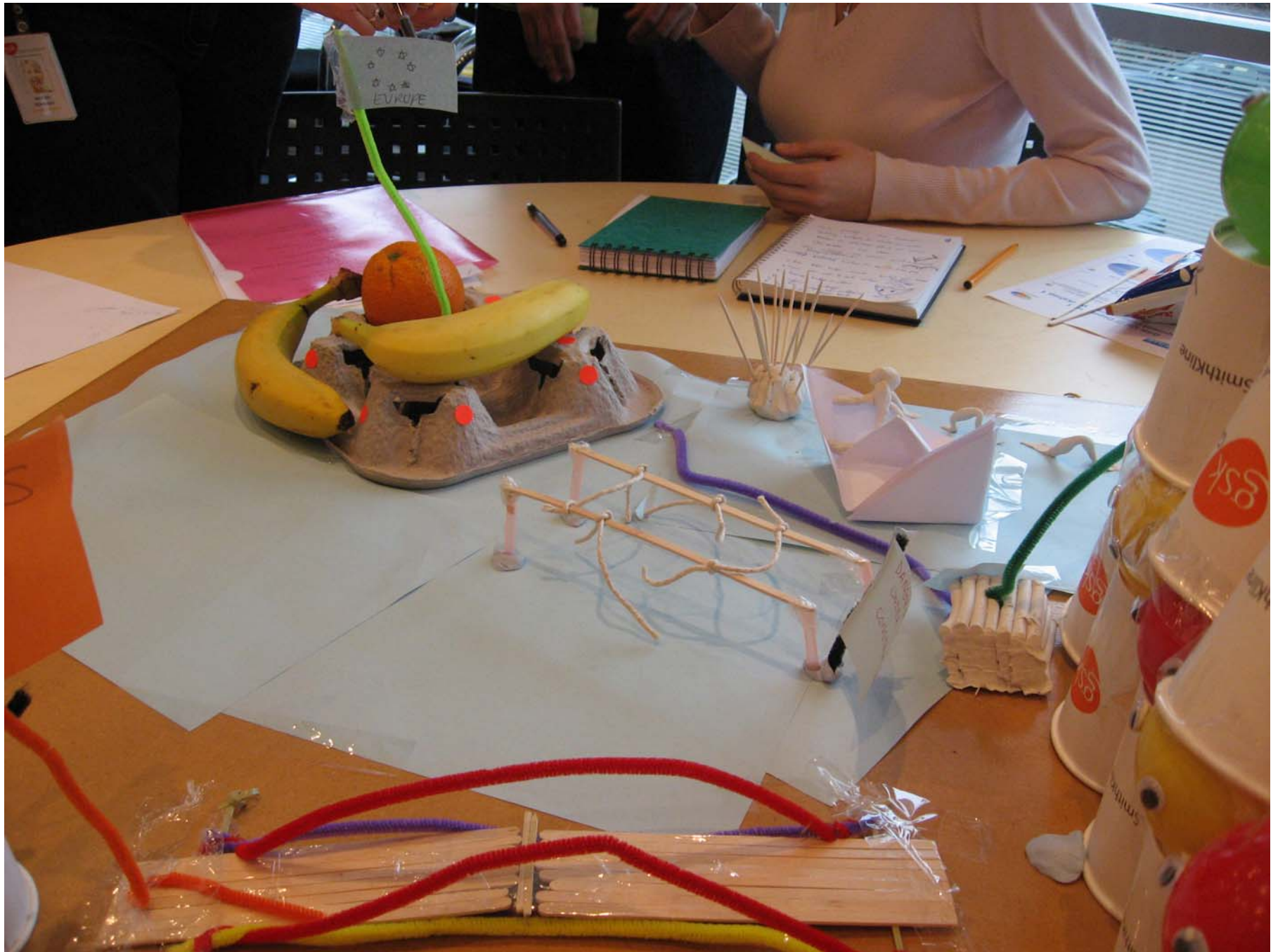
3

3



UNKNOWN NEBULA



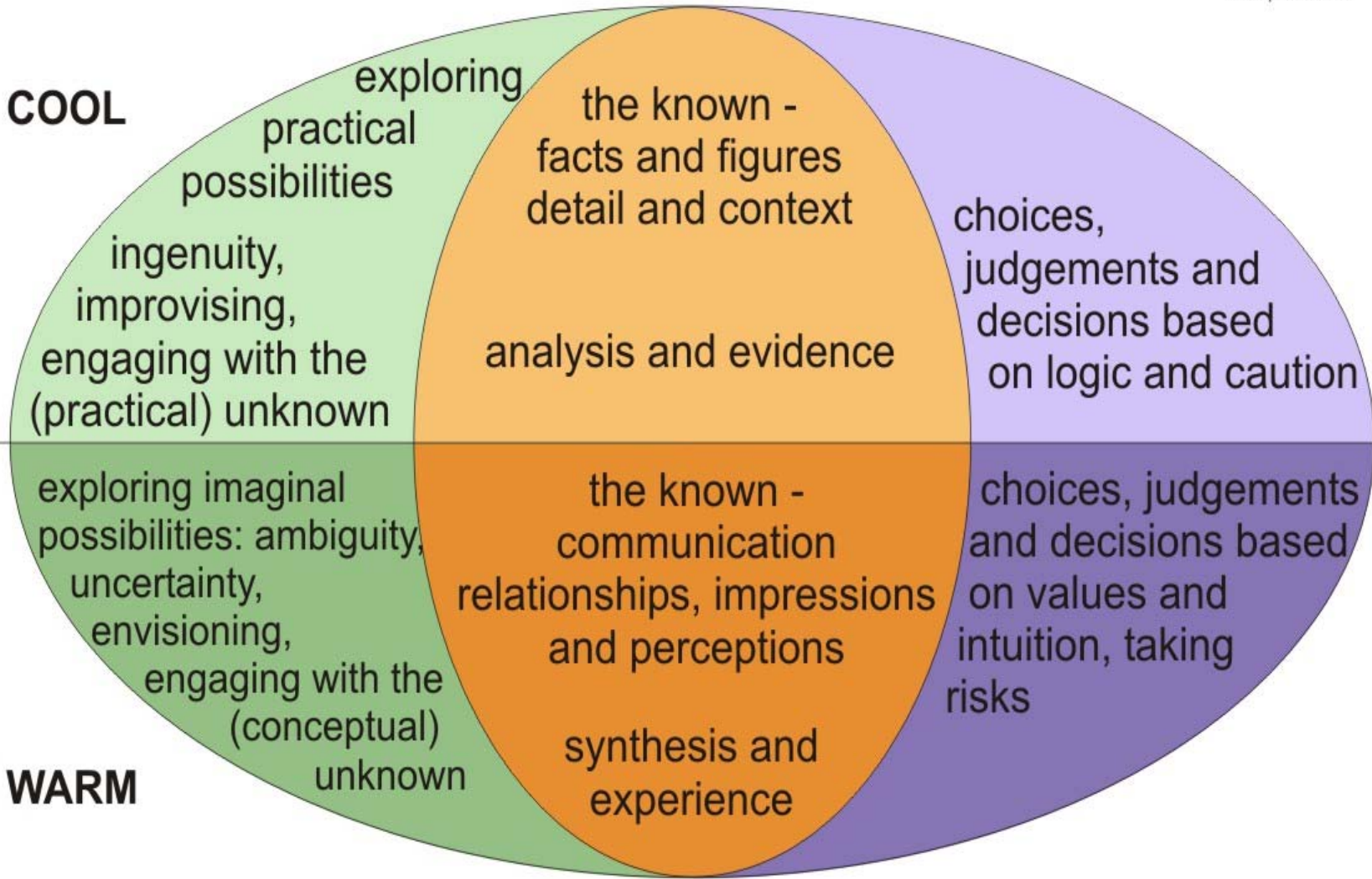


No 'TEACHING OR  
PREACHING':- *enabling*  
participants' experience,  
leading to emergence of key  
new insights





Landscape of the Mind

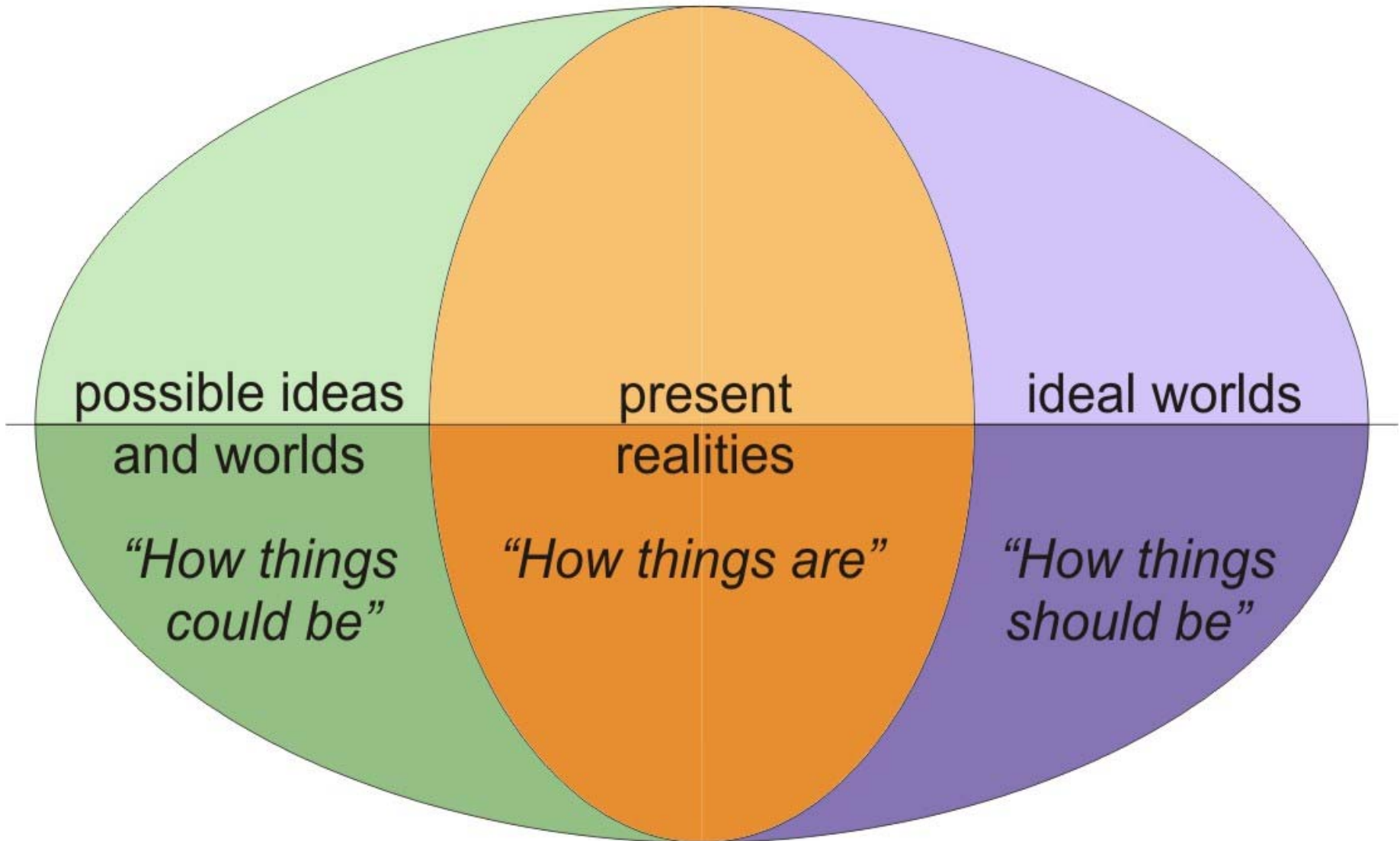


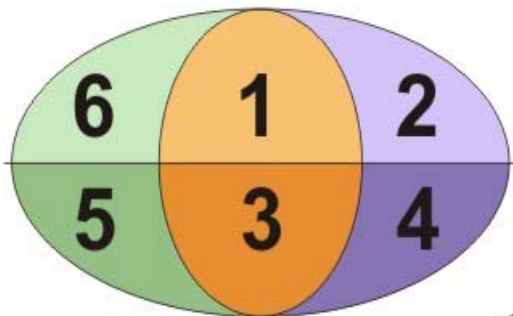
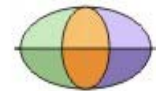
*DIVERGING*

*CONVERGING*

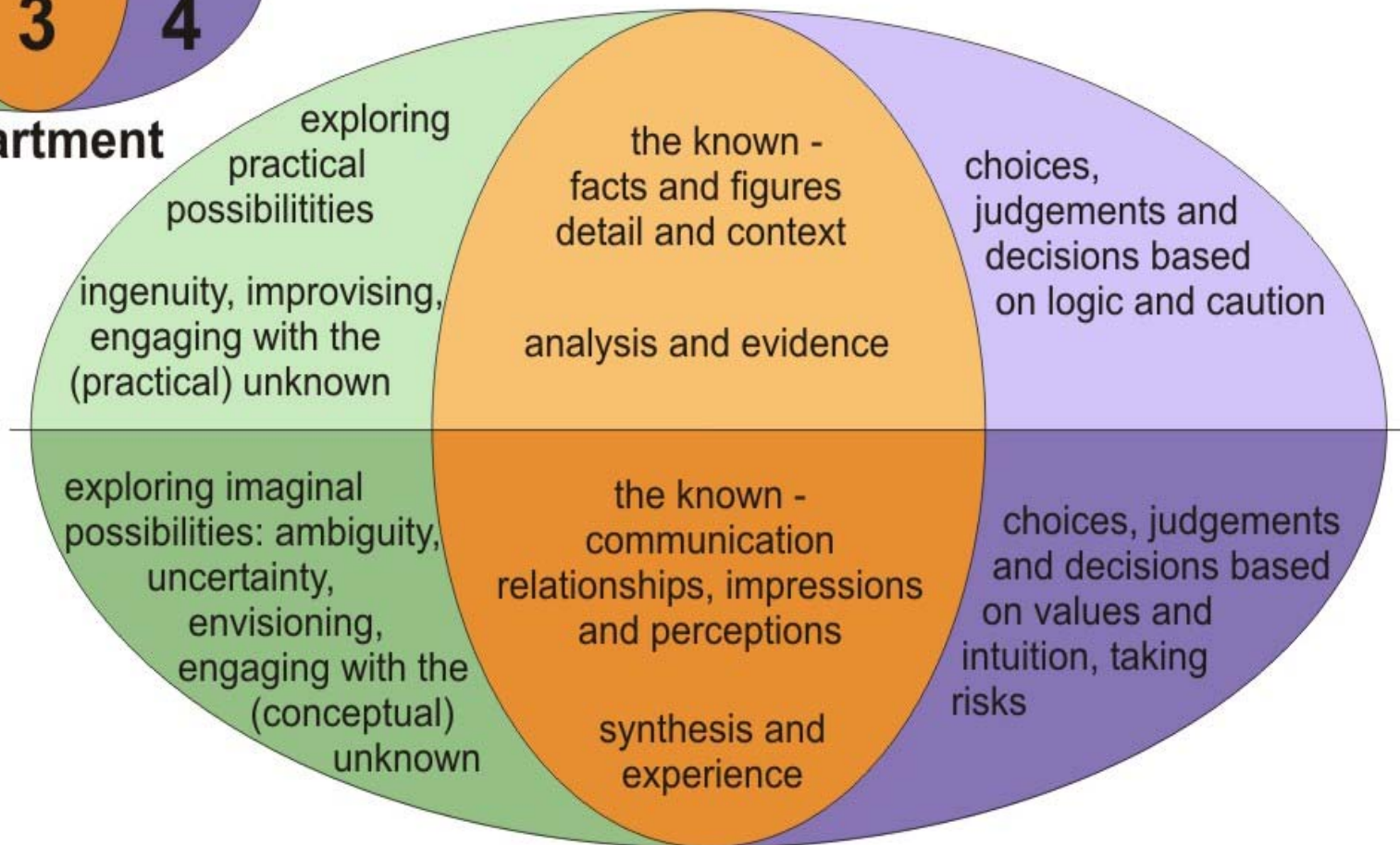
*EVALUATING*

# COMFORT ZONES ARE DIFFERENT FOR DIFFERENT PEOPLE



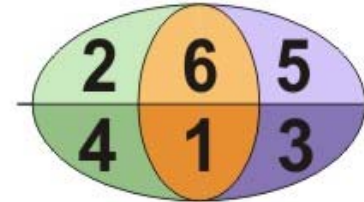


**Department**

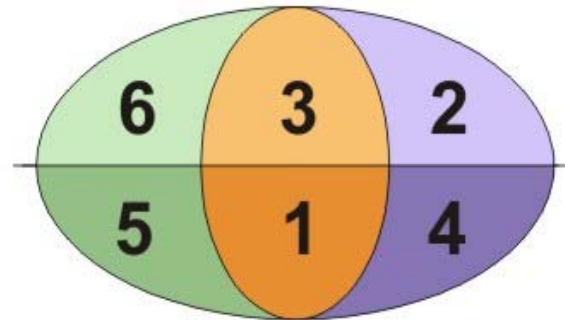


# Comparison of rank ordered preferences

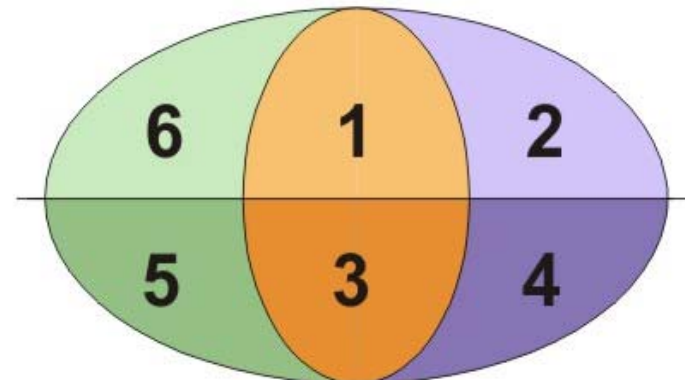
PS



Management Team without PS (5)  
including CB



IT Dept. without MT (48)



# INNER SKILLS TENSIONS BASED ON ROLES ...



**“Project people are all about changing the way we do things”**

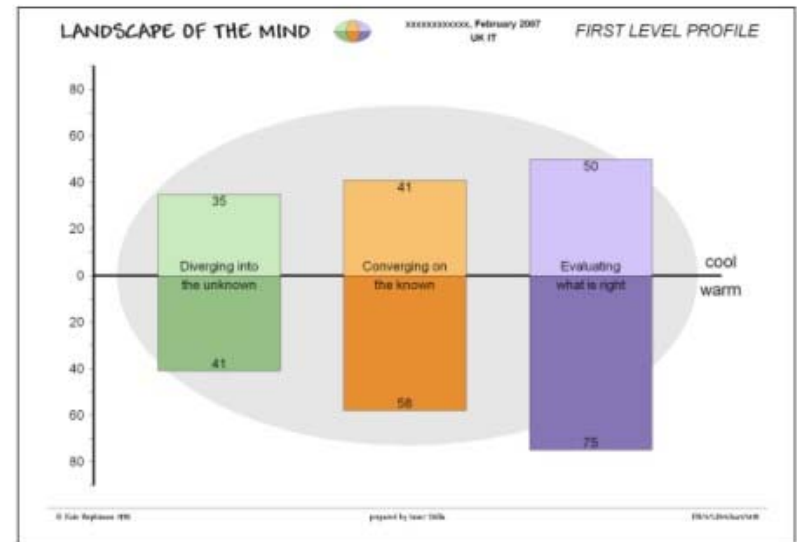
**“Operations people are about protecting current practice”**

**... FINDING A WAY FORWARD  CAN BE INTERESTING**

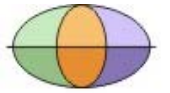
# Complementarity can be very effective ...

***“Beer is the best invention in the history of the world. The wheel is good too - but it doesn’t go half so well with pizza”.***

Dave Barry



# ***IMPORTANT***



Please treat other people's profiles  
as **CONFIDENTIAL** and do not use  
LoM to belittle or denigrate your  
colleagues!



## ***Strengths of the Dominant LoM preference pattern***

- ★ Reliable service delivery
- ★ Staying within rules and regulations (and comfort zones)
- ★ Accepting logic and following procedures
- ★ Listening to customer needs
- ★ Working harder not smarter
- ★ Supportive environment

## ***(Potential) Risks of the Dominant LoM preference pattern***

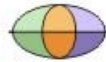
- ★ Too much reliance on facts and logic, and not enough on personal contact
- ★ Too much reliance on the present: tendency not to explore the space of possibilities → less opportunity for new solutions to emerge
- ★ Not enough awareness of need to initiate new relationships, new ideas, new options (take some risks)
- ★ Not wanting to “rock the boat”
- ★ Divergence feels like heresy
- ★ Not enough time / energy spent actively shaping your future, and positioning the Department to take advantage of, and create, opportunities

## Global Pharmaceutical UK IT Department Development Programme

### Aims for Cycle 2 NDG Review Meetings 17, 18 and 19th September 2007

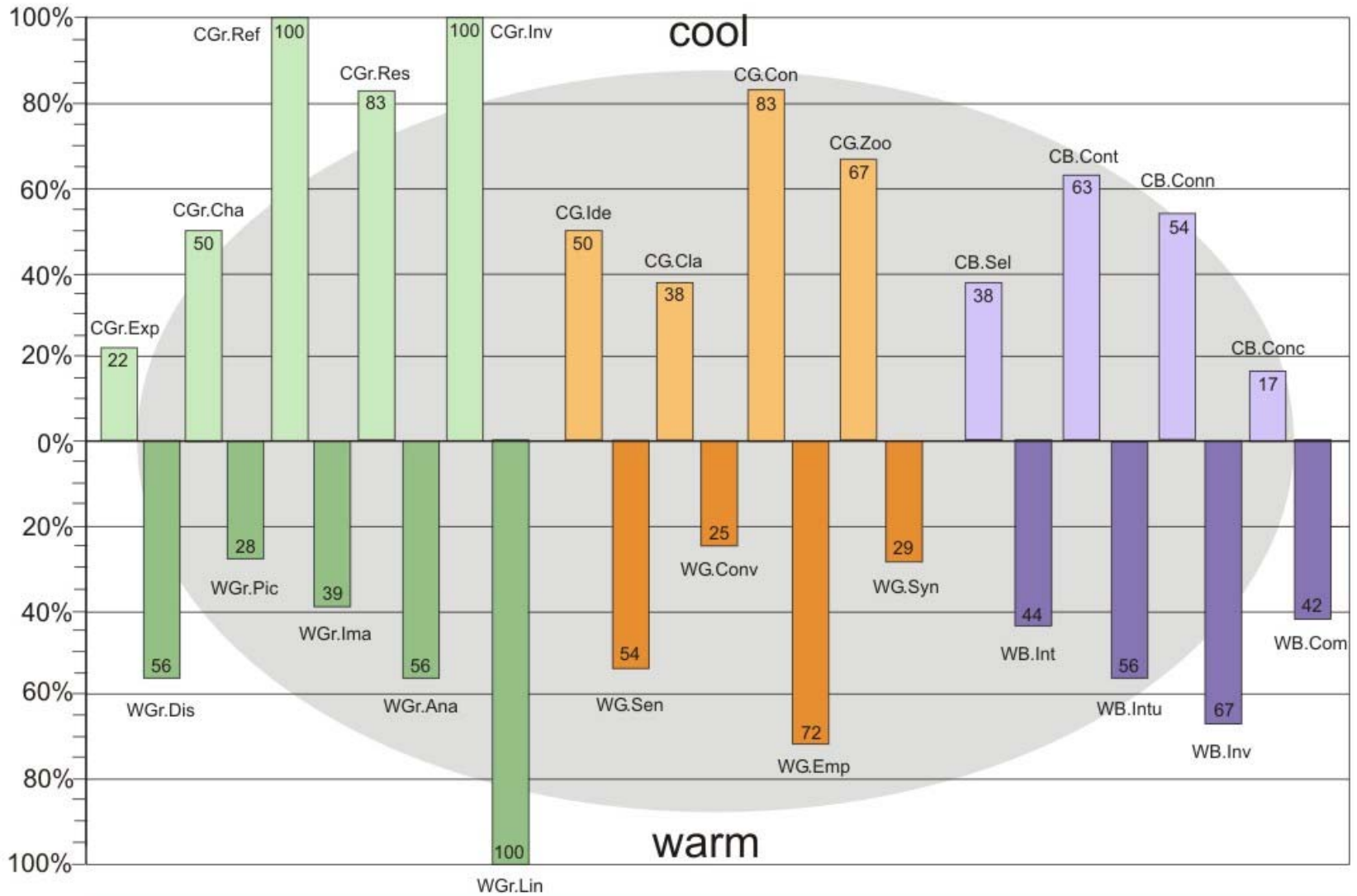
- To deepen understanding of LoM dimensions, via the Depth Level analysis in order to:
  - a) increase self-awareness
  - b) strengthen relationships
  - c) enhance performanceand apply these insights specifically to:
  - a) the Challenge work
  - b) relationships outside the Departmentin order to build on the department's distinctive competence in initiating and sustaining excellent relationships, thus adding value to (global pharmaceutical)
- To review progress on Challenge tasks, and brief each group in preparation for Workshop 3

# LANDSCAPE OF THE MIND



## CASE STUDY

## DEPTH PROFILE



**Diverging into the unknown**    **Converging on the known**    **Evaluating what is right**

## Global Pharmaceutical UK IT NDG Review meetings – Cycle 2

### *Landscape of the Mind and Relationships – some benefits*

- Being aware of what kinds of inner skills you could usefully contribute in a particular context
- Noticing and utilising other people's skills and strengths
- Being able to analyse what pattern of inner skills will be needed to complete a particular task/project to an excellent standard
- Creating synergy by using complementary inner skills
- Having a shared language and framework for discussing how to work together
- Being able to judge when the time is right to make certain contributions

## Global Pharmaceutical UK IT NDG Review meetings – Cycle 2

### *Landscape of the Mind and Relationships – some benefits continued...*

- Being aware of your own likely biases and blind spots
- Being aware of other's gaps and biases, and taking account of them
- Understanding how and when to compensate by using less preferred inner skills
- Being able to analyse what's going well and why; and how this particular relationship could be strengthened
- Predicting likely areas of tension of conflict, and using alternative inner skills strategies to work round them
- Valuing very different contributions from your own and actively working to orchestrate all contributions into an outstanding outcome

ARTHURS  
QUESTIONNAIRES

UK PHARMA I.T  
vs  
UK PHARMA (BUSINESS)

ADDITIONAL POINTS  
FROM INTERNET.

NETWORKING/  
RELATIONSHIPS

PERCEIVED  
RESULTS

LOM

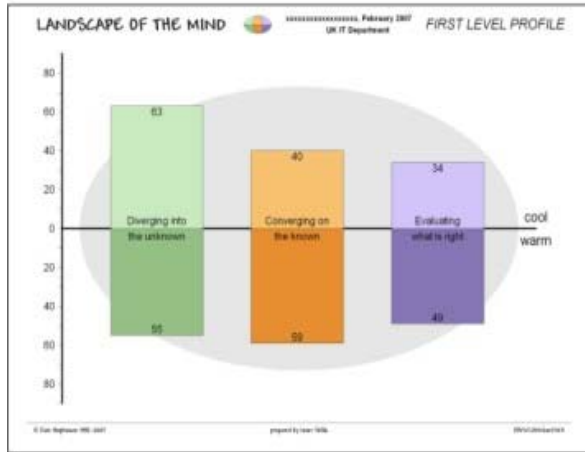
OUR OWN  
RESULTS.

MODELS

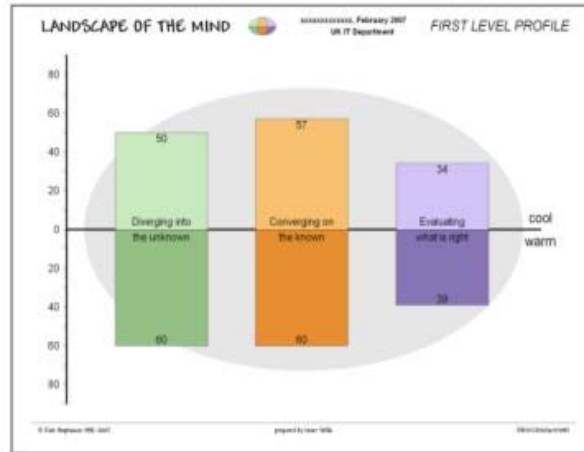
EXPERIENCES



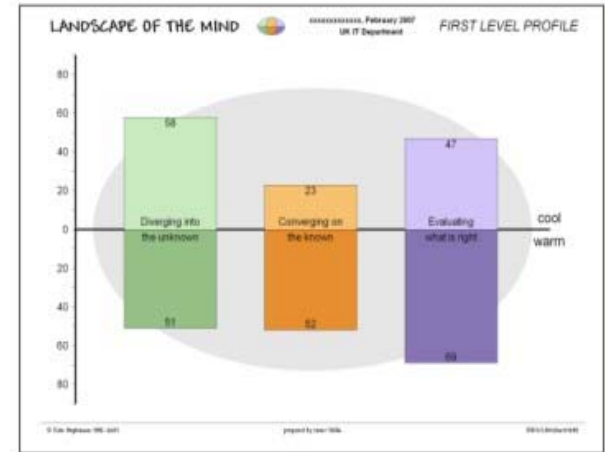
# FIRST LEVEL PROFILES OF HIGH DIVERGERS



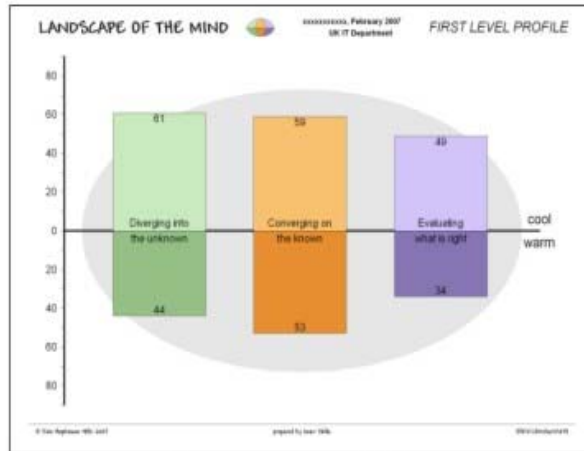
Divergent score = 118



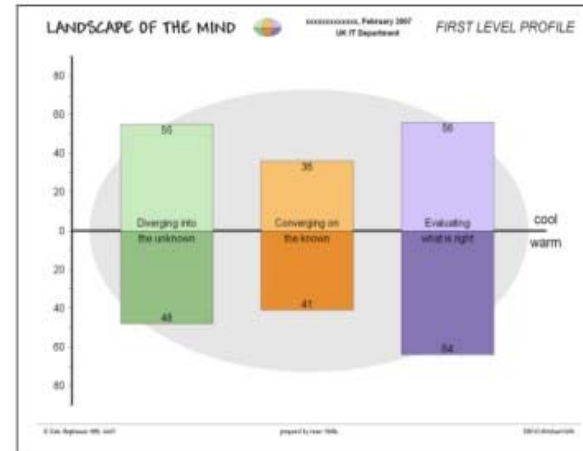
Divergent score = 110



Divergent score = 109



Divergent score = 105



Divergent score = 103



# A Diverger's Perspective

Tell us a little bit about your profile and its practical implications

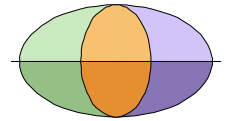
<http://cltwebs.lse.ac.uk/eventsmedia/complexity/LoMInterviews/LoMCarole04.aspx>

How did using divergent inner skills enhance the return on your work, for the company?

<http://cltwebs.lse.ac.uk/eventsmedia/complexity/LoMInterviews/LoMCarole02.aspx>

What were the consequences of knowing your LoM profile?

<http://cltwebs.lse.ac.uk/eventsmedia/complexity/LoMInterviews/LoMCarole03.aspx>



# High Divergence

- Open to new ideas, enjoys exploring
- Loves the challenge of change
- Comfortable with high levels of ambiguity, uncertainty and turbulence
- Equipped with the inner skills to navigate successfully in unknown territory
- Good at exploring a space of possibilities and generating new options

Global Pharmaceutical UK IT Department Development Programme  
Workshop 3, 12<sup>th</sup> October 2007

***“SHAPING OUR FUTURE”***

AIMS



- **To provide concrete information on changes in the company and in the department**
- **To take stock of progress on the Challenge tasks**
- **To look ahead beyond this workshop to the period between workshops 3 and 4**
- **To practise exploring our space of possibilities**
- **To extend the use of LoM, and consider implications for leadership**

**And most importantly,**



- ***To provide an opportunity for staff and ITMT to talk to each other and begin to work together on shaping the Department's future***

**Global Pharmaceutical UK IT Department  
Development Programme  
Workshop 4, 7th December 2007**

**PLEASE SPECIFY ANY ADDITIONAL AIMS AND OUTCOMES**

***AIMS***

- To pull the strands of the project together, and share the learning
- To look ahead to 2008, taking account of the learning, and how to apply it to the day to day job
- ?
- ?

***OUTCOMES***

- Ideas to use for the future, and to continue the journey
- ?
- ?

**Please modify or add as appropriate**

## PRINCIPLES

- Help participants move away from equilibrium (but not just anywhere)
- Listen to them – and redesign as needed
- Re resistance: try a paradoxical injunction
- Make it possible for them to place “me” at the centre of a space of possibilities
- Develop credibility by joining them in their world

## PRINCIPLES cont...

- No teaching or preaching: do fun stuff together
- Encourage and reward initiative and self organisation
- Transfer control and ownership as much and as quickly as possible
- Concentrate on creating an enabling environment, providing space, air and support for emergence

# 'Wordle' capturing key concepts from participants' feedback





# Network Development - Relationships 9 Months on

XXXXXXXXXXXXXXXXXXXXXXXXXXXX

7<sup>th</sup> December 2007

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***Arthur Probert***



# The Five Dimensions

- **Directness** – the **quality** of the communication process
  - Medium, access, responsiveness, style
- **Continuity** – the amount of **shared time** over time
  - History, amount, stability, managing change
- **Multiplexity** – the **breadth of knowledge** of each other
  - Challenges, role, skills, personal understanding
- **Parity** – the use and abuse of **power**
  - Participation, influence, fair benefits, fair conduct
- **Commonality** – working with **similarity and difference**
  - Shared objectives, common culture, working with difference, shared responsibility

# February Conclusions

- In general, relationships are positive
  - For each counterpart group
  - For each dimension
- Tendency for your counterparts to score relationships more favourably than you
- Results for xxxxx and xxxxxxxxxx closer than for other groups
- xxxxxx widely regarded as accessible, responsive, open and honest
- Relationships constrained by limited understanding of personal interests, goals, values and circumstances?

# Final Conclusions

- Environment destabilising, yet ...
- ... overall, perceptions have improved
  - Both for xxxxxxxx and counterparts
- Particular improvements in understanding others (multiplexity)
- Signs of external validation

# References and Links

- 1) Complexity research programme  
[www.psych.lse.ac.uk/complexity/](http://www.psych.lse.ac.uk/complexity/)
- 2) Relational health audit tool:  
[arthur@arthurprobert.co.uk](mailto:arthur@arthurprobert.co.uk) 07814009762
- 3) **Landscape of the Mind** (e.g. identifying high divergers): [hopkinson@innerskills.co.uk](mailto:hopkinson@innerskills.co.uk)
- 4) “Psychology is the missing link in the climate change debate”: [www.guardian.co.uk/environment/cif-green/2009/Oct/26/psychology-of-climate-change](http://www.guardian.co.uk/environment/cif-green/2009/Oct/26/psychology-of-climate-change)
- 5) Climate Change - psychology’s contribution: BPS archive article [www.thepsychologist.org.uk/archive](http://www.thepsychologist.org.uk/archive)  
Volume 22, Part 2, Feb 2009

# References and Links cont...

- 6) WWF Reports (e.g. “Weather-cocks and Signposts”)  
[www.wwf.org.uk/what\\_we\\_do/campaigning/strategies\\_for\\_change](http://www.wwf.org.uk/what_we_do/campaigning/strategies_for_change)
- 7) The Natural Change Project (concerned with deep personal change, from an eco-psychological perspective): [www.naturalchange.org.uk](http://www.naturalchange.org.uk)
- 8) “Sell the Sizzle”:  
[www.futerra.co.uk/downloads/sellthesizzle.pdf](http://www.futerra.co.uk/downloads/sellthesizzle.pdf)
- 9) “Top Ten Thinking Traps”:  
<http://www.litemind.com/thinking-traps>