

DR. BEN TIGGELAAR

@ CIM SUMMIT

POSITIVE LEADERSHIP

& POSITIVE CHANGE



Professional

Ma in behavioral science; PhD in business studies; 30 years of research, writing and teaching in change, leadership and organizational behavior; Writer of 10+ books; Visiting professor IE Business School Madrid; Entrepreneur (a.o. MBA in One Day).



Personal

From the north of the Netherlands; Married to Ingrid; Father of Maria, Isabelle, Emma and Bernice; Music, movies, books, comics, running, cycling.

THANKS TO...

Ivan Pavlov; Edward Thorndike; John B. Watson; Richard LaPiere; Kurt Lewin; Rensis Likert; Ralph Stogdill; Bernard Bass; Burrhus F. Skinner; Leon Festinger; Stanley Milgram; Carl R. Rogers; Abraham H. Maslow; Albert Bandura; Aubrey Daniels; Edward Sarafino; Icek Ajzen & Martin Fishbein; Daniel Kahneman & Amos Tversky; John Tooby & Leda Cosmides; Richard Thaler; John Bargh; John Kihlstrom; Tim Wilson; Roy Baumeister; James Prochaska; John Norcross; Peter Gollwitzer; Edwin Locke; Carol Dweck; Don Vandewalle; Charles Manz & Christopher Neck; Dan Ariely; Robert Cialdini; Martin Seligman; Sonja Lyubomirsky; Donald Clifton; Edward Deci & Richard Ryan; Fred Luthans; Everett Rogers; John Kotter; Edgar Schein; Karl Weick; Chris Argyris; Robert Quinn; Bruce Avolio; Lawrence Green & Marshall Kreuter; Kay Bartholomew, Guy Parcel & Gerjo Kok; Susan Michie, Lou Atkins & Robert West; Mark Sullman... *And all other -mostly anonymous- researchers who year after year try to figure out how leadership and change really work.*

HENRY MINTZBERG



"The aim of management education is to create better managers, who create better organizations, that create a better world."

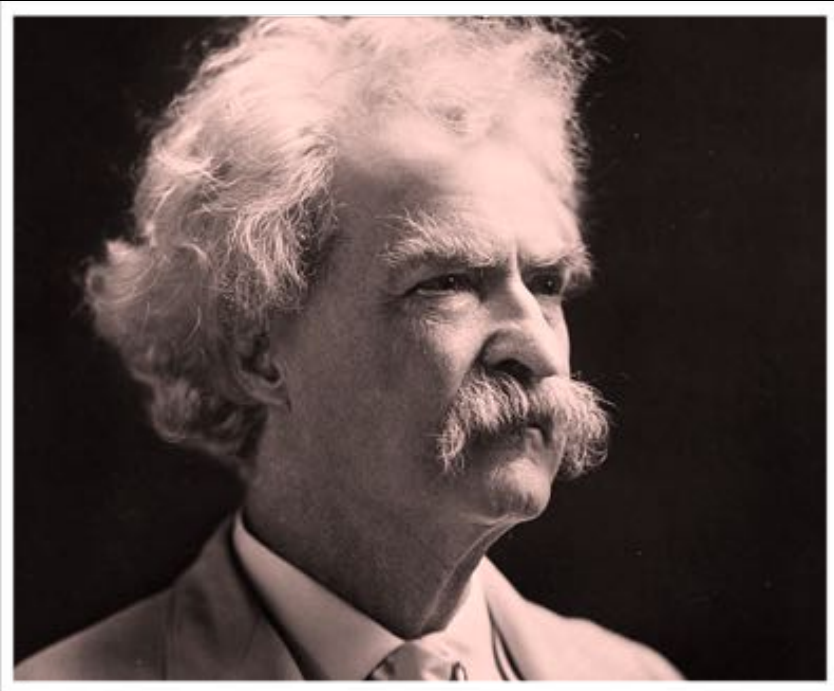
What is positive leadership?

Helping individuals, teams, organizations, society,
and the world to flourish

WHY

**SHOULD BUSINESS LEADERS
CARE ABOUT POSITIVITY?**

MARK TWAIN



"The two most important days in your life are the day you are born and the day you find out why."

PETER DRUCKER



"Leaders have two responsibilities...
They are responsible and accountable for the performance of their institutions, and that requires them and their institutions to be concentrated, focused, limited.
They are responsible also, however, for the community as a whole."



RESPONSIBLE

**WE ARE COMMITTED TO USING
OUR SCALE FOR GOOD:**

**GOOD FOR PEOPLE,
FOR OUR INDUSTRY,
AND FOR THE PLANET.**



Ronald McDonald
House Charities[®]
Cyprus



EDELMAN TRUST BAROMETER 2017

- In general, business is trusted almost as well as NGO's: 52% vs 53%.
- Business is more trusted than media (43%) and government (41%).
- 80% of the people world wide state: "Business must lead to solve problems in society."
- What drives trust in business? 1) Economic growth; 2) Contributing to the greater good.

MEANING FUELS MOTIVATION AT WORK

Purpose at Work, Global Report

Research by Imperative (Aaron Hurst) and LinkedIn (2016)

26,000 respondents: importance of money, status and meaning.

For 37% of all surveyed, meaning is the primary motivator.

- Top: Sweden, at 53%.*
- Bottom: Saudi Arabia, at 23%.*

PERSONALLY...

82,200: the hours I work during my life...

That's too much to spend on 'just work'.

"Love your neighbour as yourself," does not only apply to my private life.

If I do nothing, negativity automatically wins...

CLAYTON CHRISTENSEN

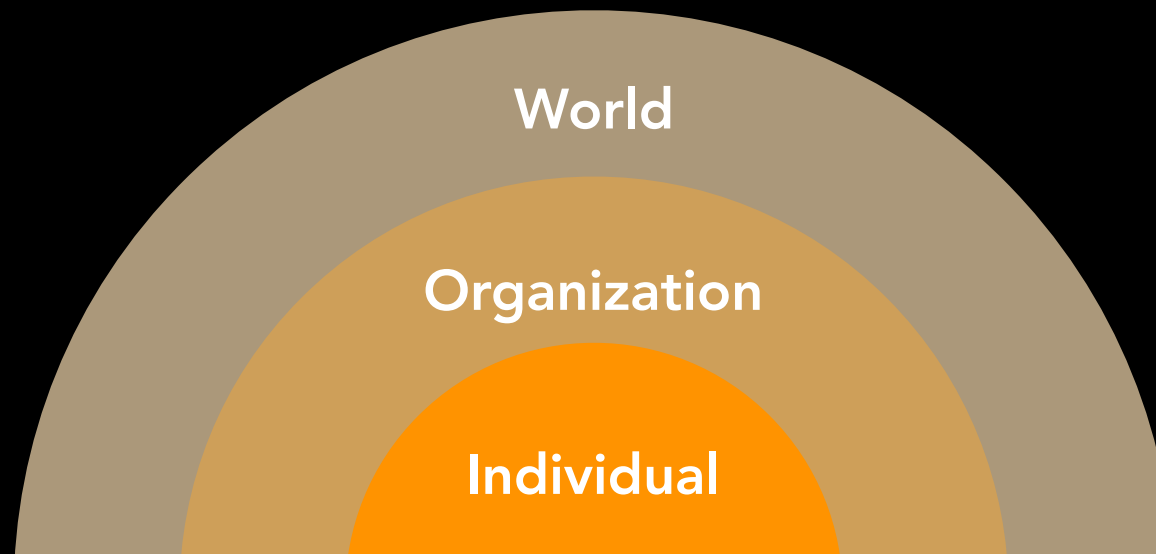


"If the decisions you make about where you invest your blood, sweat and tears are not consistent with the person you aspire to be, you'll never become that person."

WHAT

**DOES POSITIVE LEADERSHIP
MEAN IN PRACTICE?**

THREE LEVELS OF POSITIVE LEADERSHIP



FOR INDIVIDUALS

MARTIN SELIGMAN



Five core elements of psychological well-being:

- **P**ositive Emotion
- **E**ngagement
- **R**elationships
- **M**eaning
- **A**ccomplishments

FOR ORGANIZATIONS

GOOGLE: PROJECT ARISTOTLE

Not *personality* or *roles* of team members, but the way they interact accounts for performance, creativity and innovation...

Psychological safety (Amy Edmondson):

- Make sure everyone dares to speak out in a team and has an equal amount or 'airtime'.
- Make sure everything people say is appreciated and taken seriously.

FOR THE WORLD

MICHAEL PORTER



Creating Shared Value (CSV)

- "Business is about meeting needs at a profit. That way you can scale up and fulfill even more needs."
- "Look for the needs in the world that fit your core competencies, and address them with a scalable business model."

LIFEBUOY HANDWASHING PROGRAMME



- Started in 2005 in rural India by Hindustan Unilever Ltd and Unicef.
- 25% reduction in the incidences of diarrhea among children.
- Now expanding into many Asian and African countries.
- 369 million reached by end 2016.

HOW

**DO WE CHANGE OUR BEHAVIOR
TO MAKE THIS HAPPEN?**

VISION

MISSION

STRATEGY

TEAM GOALS

PERSONAL GOALS

BEHAVIOR CHANGE

RESULTS

EVALUATION

JOHN KOTTER



"The central issue is never strategy, structure, culture or systems.

The core of the matter is always about changing the behavior of people."

AUTOMATICITY



BUS DRIVERS ON WEEKENDS...

LOSS AVERSION

ROY BAUMEISTER

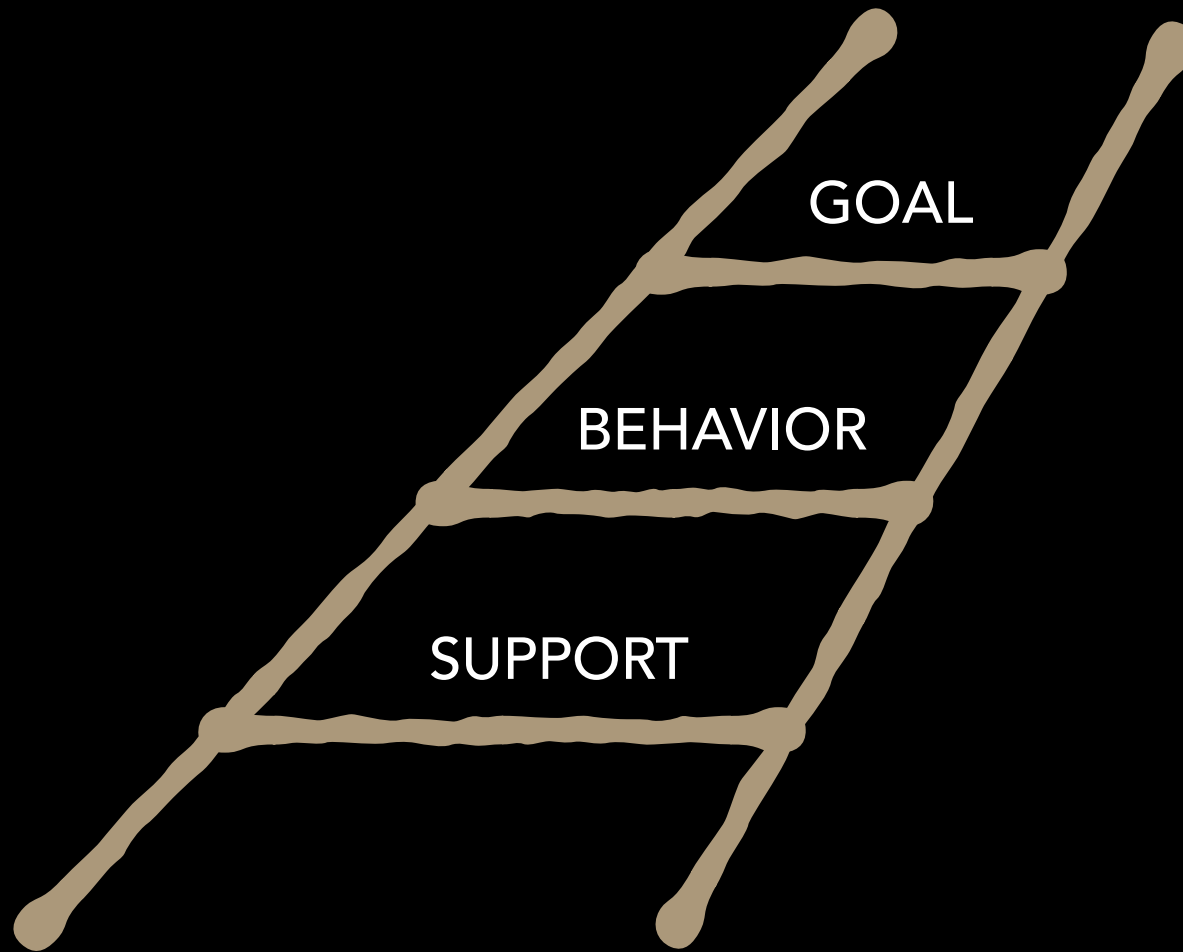


"Bad is stronger than good..."

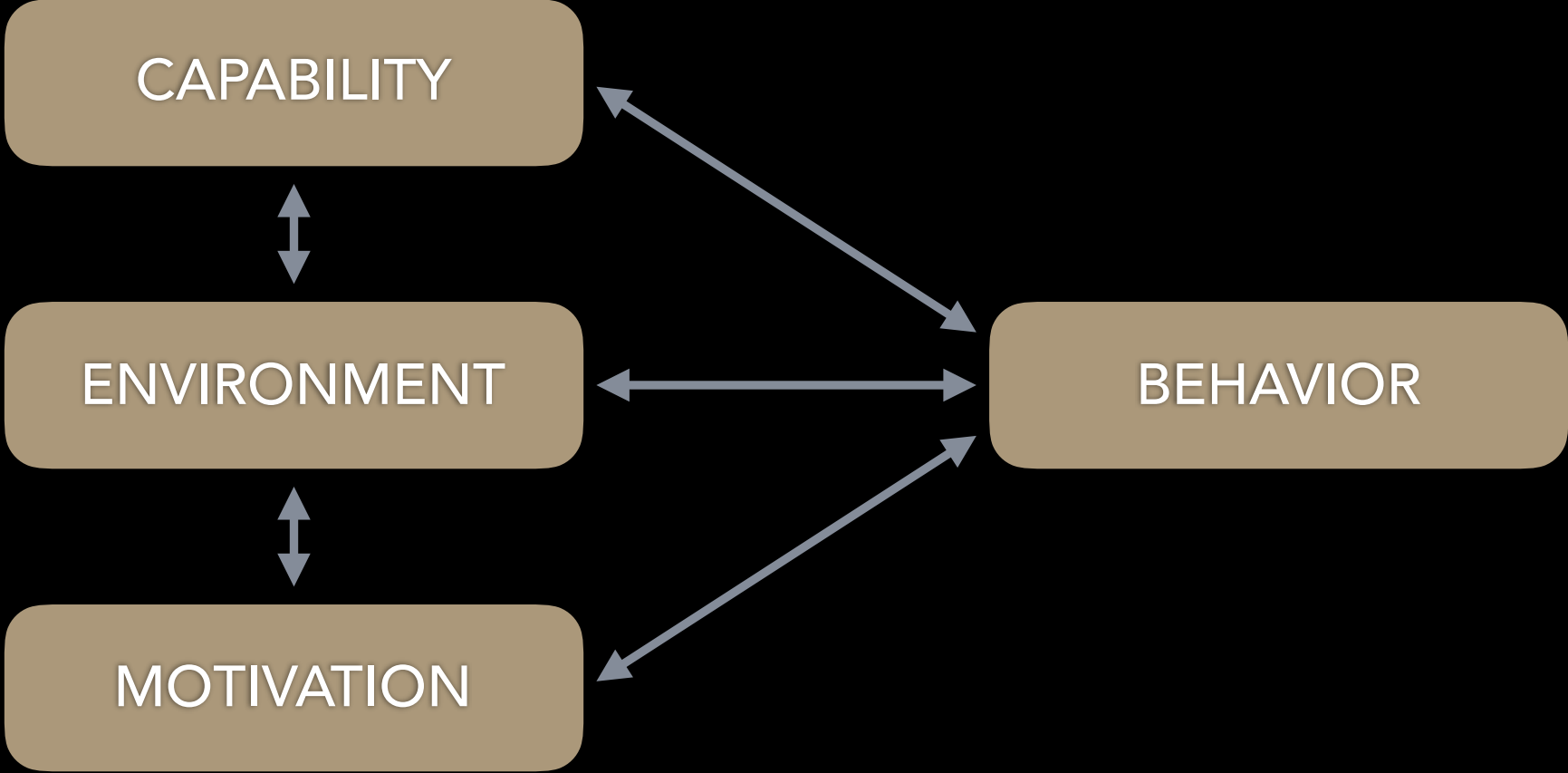
Survival requires urgent attention to possible bad outcomes, but it is less urgent with regard to good ones...

In our view, this difference may be one of the most basic and far-reaching psychological principles."

THE LADDER



SUPPORTING DESIRED BEHAVIORS



SUPPORTING DESIRED BEHAVIORS

- **Capability:** Supply clear instructions for behavior, train, practice; Identify barriers and prepare for them.



STARBUCKS



SUPPORTING DESIRED BEHAVIORS

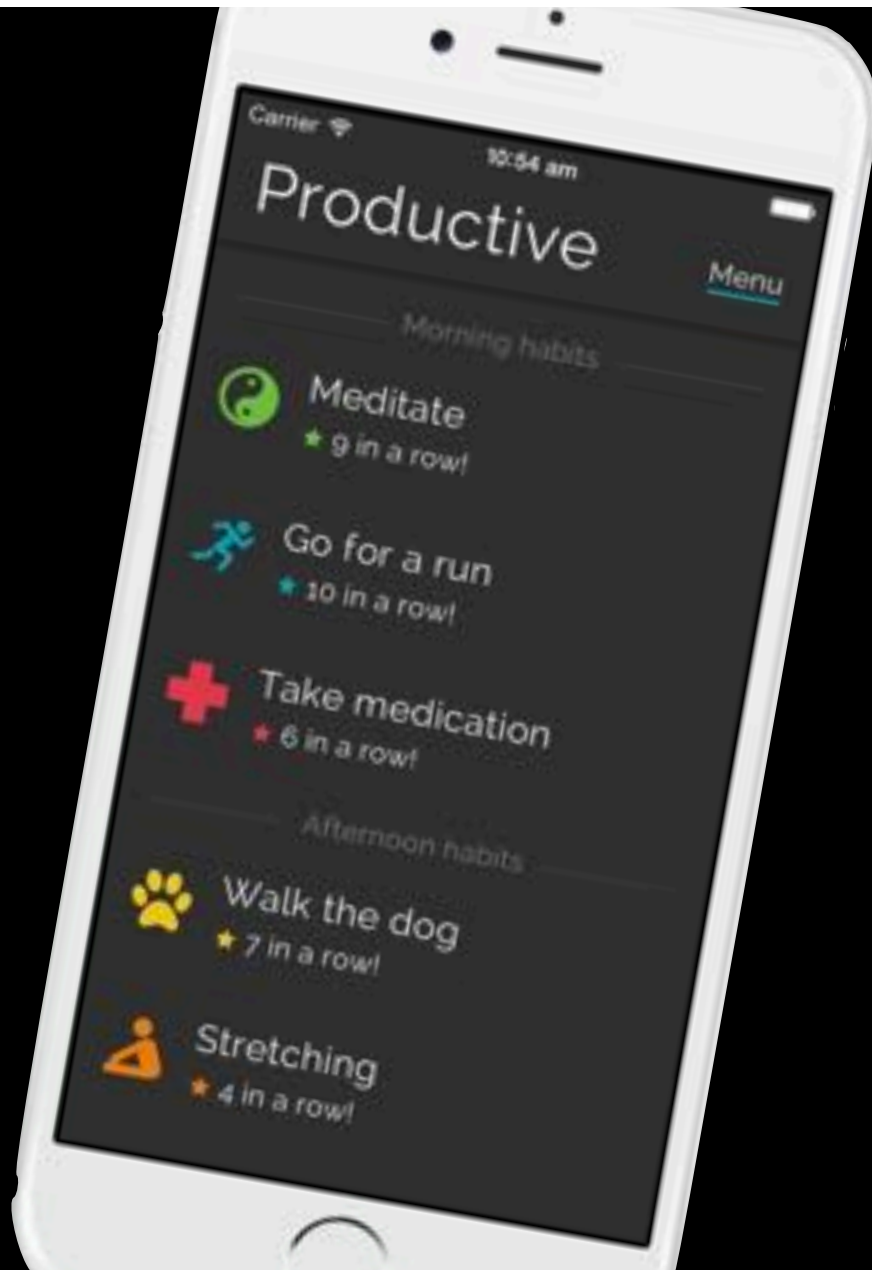
- **Capability:** Supply clear instructions for behavior, train, practice; Identify barriers and prepare for them.
- **Environment:** Physical cues; Social help; Feedback on performance.
-

MICHAEL BLOOMBERG'S BULLPEN



SUPPORTING DESIRED BEHAVIORS

- **Capability:** Supply clear instructions for behavior, train, practice; Identify barriers and prepare for them.
- **Environment:** Physical cues; Social help; Feedback on performance.
- **Motivation:** Learn about consequences of changing (or not changing); Self-monitoring of behavior (experience of progress).



Great self-monitoring app: Productive

SOMETIMES ALL YOU NEED IS

20 SECONDS

OF INSANE COURAGE

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