

## "Mind, society & behaviour" (Impact Academy, Utrecht, 2015-06-08)

### Lectuur

- Dan Ariely : Predictably irrational
- Steven D. Levitt & Stephen J. Dubner : Freakonomics
- Griskevicius, Cantu & Mark van Vugt: The evolutionary bases for sustainable behaviour
- AP Dijksterhuis : Het slimme onbewust - denken met gevoel (Bert Bakker)
- Terri G. Seuntjens artikels
- The checklist manifesto
- [www.worldbank.org/wdr2015](http://www.worldbank.org/wdr2015)
- Studies door de auteurs van "Scarcity" & die verderop in verslag vermeld.

### Lars Moratis (Impact Academy)

- <http://impact-academy.nl/>
- <http://impact-academy.nl/Leaflet - Mind, Society and Behavior.pdf>
- Eigenbelang, kortzichtigheid, statusgevoeligheid, na-aperij, ontkenning ... We neigen niet te handelen op dingen die we niet sensorisch kunnen waarnemen. Gedrag is vaak onbewust ... en willoos.
- Ariely : we nemen consequent beslissingen die tegen ons eigen belang ingaan.
- World Development Report : "development policy is due for its own redesign based on careful consideration of human factors".

### Marcel Zeelenberg (Univ. Tilburg)

- [marcel@UvT.nl](mailto:marcel@UvT.nl)
- = vnl. bezig rond thema's als emotie-economie, hebzucht, en ook afgunst, schaamte, spijt
- Onderzoek naar de link tussen boosheid en pro-social behaviour ; collega Jan van Doorn onderzoek naar effecten van emoties op sustainable behaviour ... niet enkel morele emoties doen kiezen voor sociaal gedrag ... boosheid gaat ook over waarneming van schending van recht, wat kan leiden tot dader straffen of slachtoffer helpen, en mensen doen sneller dat laatste, verwachten daar meer effect van ... cf. "Green" is a project of the Sustainable (woord vergeten) Fund.
- F-twist door Friedman : de economie is wiskundig geworden ; Adam Smith's Theory of Moral Sentiments genegeerd wegens emoties niet wetenschappelijk of voorspelbaar.
- Prof. dr. Esther-Mirjam Sent "Problem is that human self-interest - if not greed - provides the basis for the functioning of the market system but at the same time seeks to destroy the market system that allows it to flourish." ... maar tolereren we dat van elkaar?
- Feeling is for doing : an economic psychology of emotions. John Maurice Clark (1918) : economics is also about psychology. If you force an economist to come up with psychological theories, they'll be bad theories.
- Niels van de Ven & Rik Pieters (2011 Journal of Consumer Research # 37, 984-998): "the envy premium in product evaluation" ... denying envy & malicious envy.
- Joris Luyendijk : het systeem kiest de mensen die hebzuchtig zijn (ipv maakt ze zo) cf. Ivan F. Boesky speech at Berkely School of Business Administration 1986-05.
- Terri G. Seuntjens PhD study : er is over "greed" (hebzucht) weinig over gepubliceerd dat onderbouwd is door onderzoek.
- Seuntjens, Zeelenberg e.a. : artikel "Defining greed" (journal The British Psychological Society).
- Seuntjens, Zeelenberg e.a. : artikel "Dispositional greed" (Stichting Weet wat je Besteedt).
- LISS-panel Who are the greedy? The older, the less greedy ... but why?

- Sheldon & McGregor : Forest management dilemma (2000): imagine you have a timber company ...
- Christopher K. Hsee, Jiao Zhang, Cindy F. Cai & Shirley Zhang : "Overearning" (APS Psychological Science / SAGE 2014) : what do the greedy do? Financial behaviour experiment : leisure or labour? Labour = white noise + chocolate. No competitiveness in the setting, nor scarcity. Result: people go for more chocolate than they can eat. Seuntjens & Zeelenberg herhaalden het experiment en stelden vast dat greedy people meer eten dan gemiddeld, en nog meer inzamelden dan ze verdienden, waardoor ze meer afval produceerden. Will greedy people learn? Is it abundance that makes people greedy, or scarcity, or ?
- Amturk (Amazon Mechanical Turk) : huge internet panel where you can ask questions: <https://www.mturk.com/mturk/welcome>

### Ryan Muldoon (Mind, Society & Behaviour)

- [www.worldbank.org/wdr2015](http://www.worldbank.org/wdr2015)
- = co-auteur van World Development Report #MSB.
- Policy makers make decisions based on assumptions of how the world works ; climate change ... European colonists had an idea of the climate based on latitudes and brought plants & olive trees that weren't appropriate to grow there because they were mistaken in their climate assumptions ... they kept getting evidence to think "surely this is an anomaly" and postpones a life & death decision as they didn't respond fast because of their years experience with the climate system.
- We set a goal, determine how to achieve that goal, then set out ... pilot is in control ... cockpit (plane control room) had lots of dials & levers & buttons ... lots of sources of information ... economy was designed similarly ... but as we made planes more economically effective, more and more pilots failed to get out of a dangerous situation ... they're not the economic actors that calmly & coolly assess the situation ... they have to make decisions quickly & decisively under stress ... so since the 1980s cockpits are designed differently, with far fewer dials, with the important information presented in a bigger format, and the less important stuff less prominent.
- Secondly, the pilot & copilot social situation has been changed ... especially in cultures with hierarchical thinking ... due to the invention of the checklist, this changed, because it gave the copilot a conversation guide with crucial questions e.g. "have we lowered the gear" ... want wie elke dag dezelfde routine doorloopt vergeet na verloop van tijd of hij alles heeft uitgevoerd ... je herinnert je ook niet altijd of je je deur sloot, wat je nochtans routineus deed.
- Checklist overwrites automatic thinking + gives a set of goals + recognises there's a social environment ; book "The checklist manifesto" now transposed to medical environment in order to avoid the wrong leg being amputated, etc. ; the checklist erases the surgeon not wanting to listen to a lower status person e.g. nurse.
- Development policy 2.0..All policy rests on assumptions of why we do what we do ...
  1. people think automatically: we usually draw on what comes to mind effortlessly
  2. people think socially: social norms guide much of behaviour and people are conditional cooperators
  3. people think with mental models: what we perceive and how we interpret it depends on concepts and worldviews drawn from our societies and shared histories.
- SMS reminders and ART adherence in Kenya : study with HIV patients given no reminder (40% adherence), daily reminder (41% adherence) vs. weekly reminder (53% adherence) to take their drugs (percentages achieving 90% adherence). Reason: it's

annoying to get a message every day, so you start ignoring it. Weekly isn't being filtered out as white noise.

- Dupas & Robinson 2013 promoting savings by mental accounting in Kenya. People were given lockbox & ledger notebook to write down the savings they locked away (needed for medical emergencies). That got more results than mere verbal encouragement. If you label money "for emergencies" it's not as easy to spend it on other things, or to lend it to a friend because you have a legitimate reason "no I can't, it's for my child's health". In one case it's money in your pocket, in the other it's clear how much a cup of tea or ... costs vis-à-vis those savings. Real worth becomes more clear.
- Filling out forms may be in your financial interest but still people don't. They're intimidating, difficult, stressful, and you're afraid bad things will happen if you're wrong. So: make the forms simpler & more straightforward to answer. Coach people to fill them out.
- Poverty context. JPAL : redesigning CCT's in Bogota, Colombia. Conditional cash transfers : if you do X we pay you, e.g. school attendance. Graduation programme more succesful than standard program & savings program. No different amount of money but adjusted the timing when money transferred.
- Social ways of thinking.
- In the developing world, traffic fatalities will become thé major killer, more so than diseases. Wealthiest countries have low fatalities for lots of reasons. In any case the law doesn't matter as much as what people are doing around you. Experiments with minibus drivers. Insurance companies paid drivers to put stickers inside such as "Don't just sit there as he drives dangerously! Stand up, speak up, now!" creating the social allowance to complain. Empowering "you're supposed to complain, you have a right to". Result: insurance claims involving injury or death fell by half, and the cost per year for a life saved was about \$5,80 (stickers remarkably cheap), making the programme more cost effective than childhood vaccination, one of the most cost effective health interventions.
- Percentage of the population demonstrating contributor behaviour (Martinsson, Pham-Khainh & Villegas-Palacio 2003).
- Nairobi hairdressers given a role in promoting condom use : starting conversations, selling them. Best programme was where they got social recognition: a poster on the wall in the salon showing who was selling the most. Reward = their peers seeing them doing a good job. More motivational than no reward / financial reward / large financial reward. Ashraf, Bandiera & Jack 2015 (forthcoming).
- South African soap operas used to improve financial literacy & debt management. Storyline slightly tweaked. Financial messages brought by main characters were followed, by peripheral characters were ignored. This suggests an emotional connection is important for retention of educational messages, but can still be done at scale with popular media. TV sitcoms also said to be important in the acceptance of gay marriage in the US, or teenage pregnancy rates ("Sixteen and pregnant" and "Teen mom"). Other examples: Brazil. Bangladesh. India. Sesame Street. See also: you remember advice from your parents or friends a lot better.
- "Negative messages work just as well as positive ones" : sixteen & pregnant showed their lives are not so good. If we see the bad consequences, we're more liable to avoid the behaviour that goes with it.
- BIT: getting people to pay their taxes. In the UK it's an easy case, but it worked in Guatemala too; Behavioural + social norms worked best. 5,6% increase is a lot of money. (Control letter 3,9%, behavioural + national pride 5,0%.) Inexpensive minor tweak. "We're amazingly parochial" cf. paper by Cialdini on towel use in hotel rooms.

What massively increased the rate of people hanging up their towel for re-use, was what hotel guests had been doing, and more so what people using the same room did.

- Governance by indicators. Governments care where they are on rankings compared to countries they consider their peers. E.g. the Good Country Index.
- E.g. World Bank Doing Business Index 2013 (Smarter Regulations for Small and Medium-Size Enterprises) has dramatically changed countries getting goods out of ports more easily, ...
- Tie rankings to investments. E.g. United Nations Entity for Gender Equality and the Empowerment of Women.
- Joining the OECD is essentially joining a club for nations.
- Insults did not cause a significant change in cortisol or testosterone among US Northerners, but did among US Southerners. Northerners thought the insult was funny but Southerners felt a grave insult and were influenced.
- Indisch kastesysteem : prisoner's dilemma "payoffs to column player". After getting a big loss, a high-caste player won't play again (perceived unforgiveable deliberate action), whereas a low-caste player will (not unforgiveable, "now we both know and can forward"). Other conclusion: players less performant when castes mixed, esp. low-caste people destroyed when they learn a high-caste player in the room.
- Math test at Harvard (high class): 20% of production frontier determined by influencing gender & race stereotypes.
- Are experts exempt from biases? Panopticon prison : warden stands in middle and can see into every cell, has complete knowledge of the environment. Policy makers delude themselves into thinking they're in the same position. Dan Cahane & others : "Social commodity" : how we see ourselves, determines how we read the evidence before us. Skin cream experiment with data sets framed as real or not real ... followed by questions about whether climate change was real or not. Both liberals and conservatives underperformed predictably. The error rate went up the more mathematically literate you were, because the better at thinking of reasons why.
- World Bank & minimal wage laws (WDR 2015). Even PhD economists are better at examining skin cream than wage laws.
- Predictions for medical knowledge in Kenya (World Bank data vs DFID data) ... what wasn't in your mind beforehand ... We can give people false beliefs by trying to rid them of beliefs they had in the first place.
- Poverty "is a decision making context" that is a very difficult and unforgiving one. E.g. percentage of farmers who had pawned their belongings: high before harvest, low after harvest. Even with a large income, it's hard to handle one year's income effectively for a year.
- Cognitive cost of poverty : difference of about 10 IQ points, the equivalent of not sleeping for a few days. The stress of poverty strips away the intelligence. Stroop effect : more executive function is required to maintain accuracy. Same goes when time is scarce. Similar to how a poor person manages his money : you want to get away with short term problems. The poor are actually far more economically rational when they're thinking of small tradeoffs. Just out of the grocery store, they can often accurately tell how much they've spent. Studies by the authors of "Scarcity".
- How do we operationalise these insights? E.g. re: access to clean water. The first thing to do is to make water at the source clean (= engineering solution e.g. with a pipe and cement) but just doing this doesn't necessarily change the disease load: the jug and the kitchen the water they're brought to, are still not clean. Vouchers for chlorine to kill contaminants? Chlorine deliveries were subsidised too, but that only made a difference

for a couple of months. Putting a chlorine dispenser next to the water source works better: it fits in with life routines, it's socially clever, free for all, and there's no extra effort. Moreover, when the water is carried, it gets sloshed and the chlorine is mixed.

- Design process has to become a spiral process. More design invested in design. Several different variants are being tested, as the devil is in the details and those can make a big difference. Keep adjusting, keep diagnosing, rather than analyse and solve then don't look back.
- Go through the process yourself. The quality of the software went up when the people asked to design it, had to use it. Eat your own dog food. What makes you dread doing it, what makes you excited?
- Red teaming process cf. military context. Play out the battle in advance, cf. visualiseringstechniek / worst case scenario / trial & error. The red team tries to find all the ways that can go badly and lead to failure. Like the checklist without stopping being collegial : save the colleague's project by being critical.
- Go from the messy error prone decision environment to the streamlined environment that is streamlined to who we actually are. We're very context sensitive.
- Amazing : it takes more effort to do something sustainable. The non-sustainable option is less work.

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*Signaleer resterende tikfouten gerust ;-)*