



How would you get compliance  
when your leader says:

*“I haven’t committed a  
crime. What I did was fail  
to comply with the law”?*

*A presentation to the NZ Society for Risk  
Management 6<sup>th</sup> September 2012*



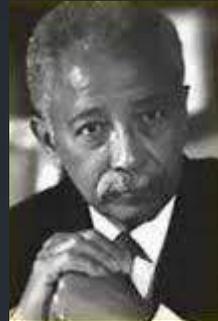
# Overview

- Introduction
- The Problem
- Why most people will comply or conform
- The value of a good story-teller
- Summary
- A little take away

## *In short:*

*If there's a problem behaviour, maybe there's a story-telling solution. Change the stories that shape the culture. Shape the culture that drives behaviour. Drive the behaviour you desire.*

# The problem



"I haven't committed a crime. What I did was fail to comply with the law."

*--David Dinkins, New York City Mayor, answering accusations that he failed to pay his taxes.*



# Compliance v Conformity

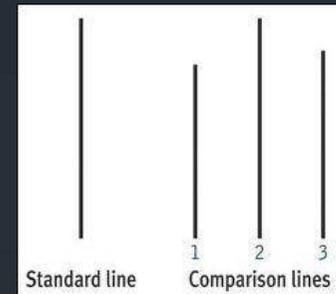
*Why do people do things they don't want to?*

- Compliance – obedience to authority
- Conformity – conforming to expectations



## Compliance Factors

- Remote from consequence
- Location
- Conflict of authority figures
- Remote authority



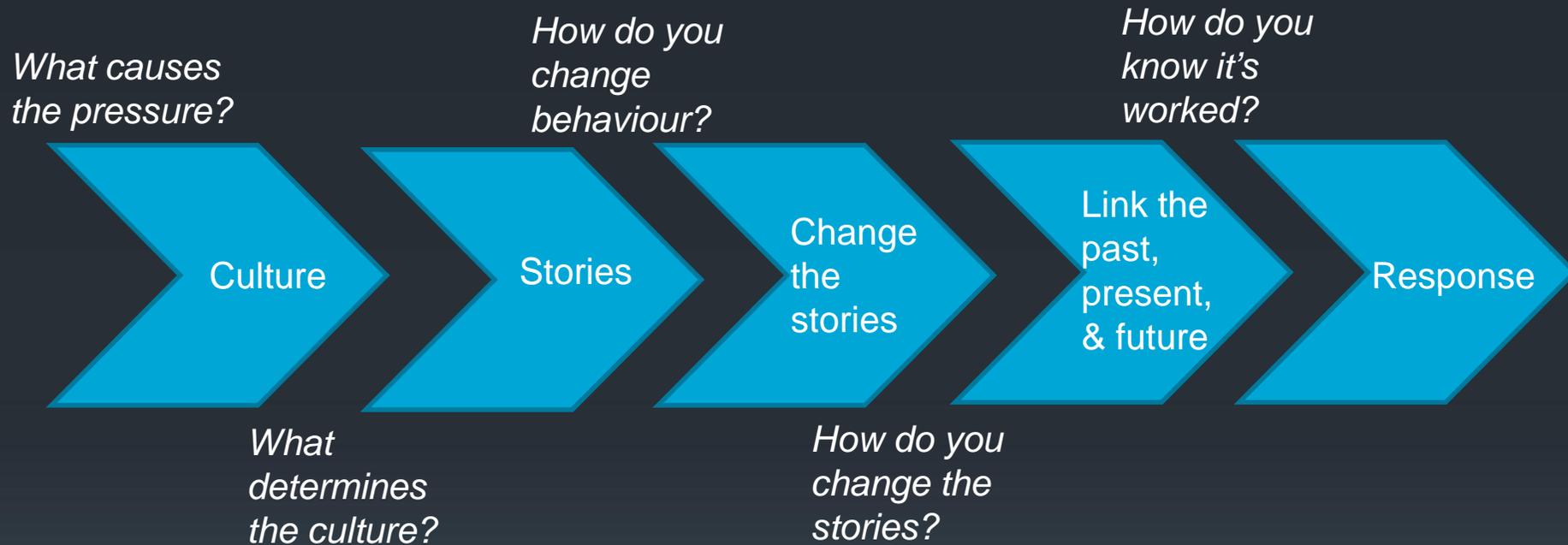
## Conformance Factors

- Need for certainty
- Expert power
- Need for acceptance /approval
- Information power
- Identification

# Social & Peer Pressure



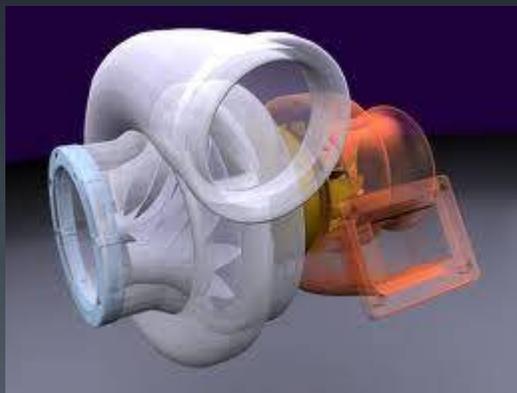
# What stokes the pressure?



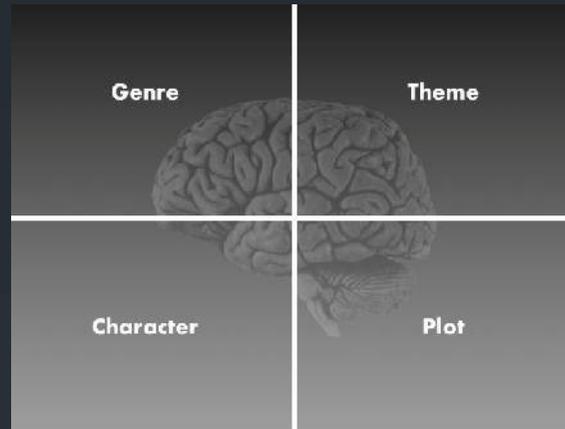
# Culture



What causes  
the pressure?



# Stories



*What determines the culture?*



# Change the stories



*How do you  
change  
behaviour?*

Change  
the  
stories



# Link the past, present & future

Sankofa  
bird;  
cutting  
room



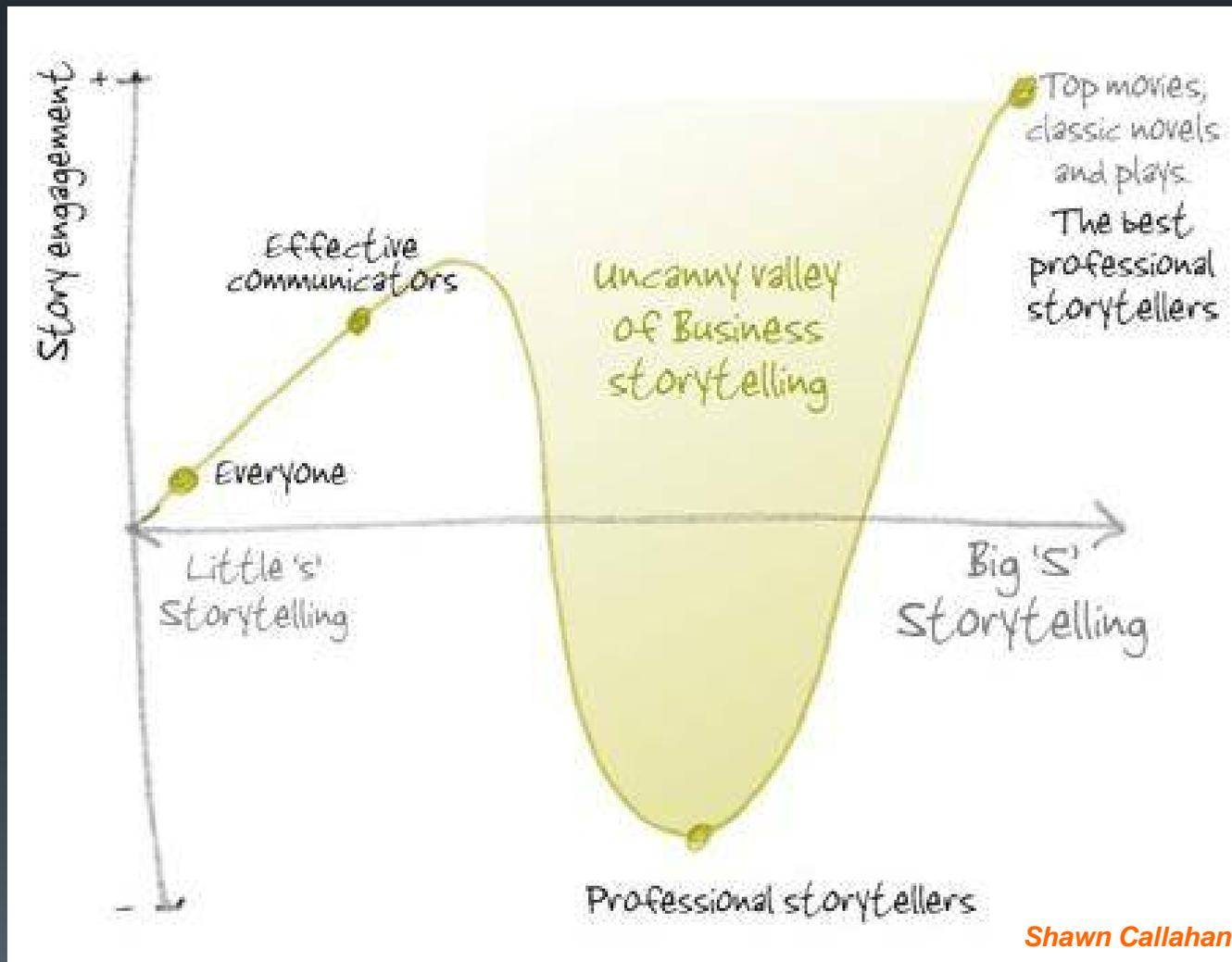
*How do you  
change the  
stories?*



Those who tell the stories  
rule the world. *Plato*

“If you want to learn about a culture, listen to the stories. If you want to change a culture, change the stories.” *Malcolm Margolis*

# A cautionary tale...



# Summary

1. Is there a problem behaviour?
2. What's the cause of the behaviour?
3. Is it worth changing the story?
  - *Change the stories that shape the culture.*
  - *Shape the culture that drives behaviour.*
  - *Drive the behaviour you desire.*

And to finish...

# To finish: a little takeaway

- In 1987 the road toll was 795 or 3.9 per 10,000 vehicles. In 2011 it was 284 or 0.9 per 10,000 vehicles.
- What stories were told about drink driving in 1987?
  - Who were the heroes? Who were the villains?
- What stories are told about drink driving now?
  - Who are the heroes? Who are the villains?

# Contact

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