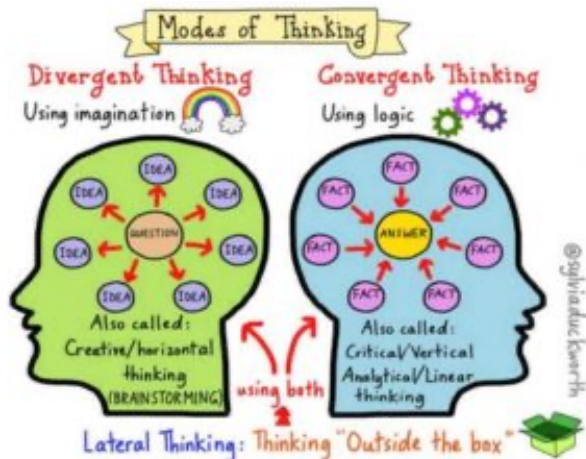


## Behaviours and Mindsets

There are lots of different models of thinking that discuss a varied range of significant factors including examples, such as: analytical thinking, associative thinking, applied thinking, concrete thinking, and critical thinking.



These ways of thinking have been discussed endlessly, often with consideration of individuals having the right mindset for a job: for example, a business, confident, growth, fear or lazy mindset.

These do not actually help regulated organisations discover who is going to fit into a particular role or establish a method that identifies a simple set of characteristics useful for matching individuals with job descriptions.

Functional job analysis is one approach that identifies the “required knowledge, skills and expertise to:

- perform job assignments
- outline criteria and job specifications for recruitment, selection and promotion
- identify training needs and set objectives for development programmes
- compile intel to set and measure job performance standards and management
- support the framework and determination of pay scales and classification levels
- guide workforce and workflow planning
- risk assessment
- employee/labour relations.”

(Ruth Brooks, “Job analysis: Matching the right people with the right roles”, *Resources*, University of Lincoln: <https://online.lincoln.ac.uk/job-analysis-matching-the-right-people-with-the-right-roles/>).

This approach is, perhaps, an overly complex for individuals outside of Recruitment and HR. Most GRC professionals simply want a broad rule of thumb to help them:

- evaluate the performance of their staff members in a fair and impartial way, and
- to engage with their bosses fully aware of the expectations that they have of them.

Academic discussions have portrayed diverse types of modelling about cognition that has generally not been particularly helpful in answering questions about what makes a good performer for the layman.

The concentration on suitability for a job role has done little to establish the aptitude of individuals for a given role (generally, aptitude tests focus on performance of linguistic and numerical skills, and procedural issues such as prioritisation and problem-solving), rather than emphasising and building on the intellectual and emotional functioning forming the basis of compatibility for a role.

Daniel Kahneman, in *Thinking Fast and Slow*, posits two typologies of thinking: System 1 is fast, automatic, and intuitive, operating with little to no effort, and System 2 is slow, deliberate, and conscious, requiring intentional effort. One aspect that is important, especially for responsibilities and accountabilities within the purview of GRC leaders, is the need to engage in effortful thinking.

Christie Newton et al. highlight that “It has long been theorized that people differ in how much they prefer to engage in effortful and deliberative thought (Asch, 1952; Cacioppo & Petty, 1982; Cohen et al., 1955; Maslow, 1943) and, relatedly, that some people may rely more on their intuitions and gut feelings when making judgments (Epstein, 1983; Epstein et al., 1996; Jung, 1953)”. Intuitive thinking (thinking fast) is more often reflexive enabling quick decisions that are based on personal learning and experiences within a role, while effortful thinking (thinking slow) deals with complex problems and analytical tasks requiring extended periods of concentration, focus and deliberation.

Regulated roles can demand unquestioning compliance that may be closely supervised in a junior role, but as seniority increases there is a need for a more thoughtful, reflective and considered assessment of governance, risk and compliance matters. Engaging in the full range of effortful thinking becomes an increasingly important aspect of roles with the intellectual demands made as the seniority increases.

Identifying effortful thinkers, as opposed to those who generally choose to follow rules mechanically without engaging in why it is necessary or important to do so, helps to establish useful pathways for influencing behaviours and shaping the culture of an organisation. Effortful thinkers may be the most useful allies within frontline operational roles for GRC professionals to engage with.

Nurturing and building relationships with staff in risk taking and decision-making roles in first line operations may also be a more effective route to establish issues and put in place corrective actions before complications arise and risks crystalise.

One reason why the idea of mindsets has become commonly used is that it is often based on subjective appraisals based on system 1 thinking. However, that should not disguise the fact that defining a mindset may be a useful rule-of-thumb for GRC practitioners who do not have a background in psychology or behavioural sciences.

Kendra Cherry MEd, a psychosocial rehabilitation specialist, points out that: “Mindsets can influence how people behave in a wide range of situations in life. For example, as people encounter different situations, their mind triggers a specific mindset that then directly impacts their behavior in that situation” (<https://www.verywellmind.com/what-is-a-mindset-2795025>).

Understanding whether individuals have the right mindset for a job can be a vital tool for the selection and development of team members. Generally, the commonly experienced mindsets discussed earlier (a business, confident, growth, fear or lazy mindset) have limited use in the context for GRC practitioners managing People Risk. So, PraxisGRC has developed a Mindset tool to provide a simple framework to help GRC professionals understand the nature of the people that they work with, work for and who work for them.

*The tool can be discovered on the PraxisGRC website on the Resources page: <https://praxisgrc.org>.*