



Title: How to RESET farmers mindset

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- Hi, welcome to today's lecture on how to R.E.S.E.T farmers' mindset. My name is Jolanda Jansen. I work at St. Anna Advies, a communications agency based in the Netherlands. And we believe that if you really want to improve animal health, there is only one species of animals you need to know most about and that is a human being.

So today we are going to explain several insights from social psychology that you can use in your daily conversations with your clients. I would like to thank the contributors, editors and reviewers of this presentation. Specifically Professor Theo Lam and Roeland Wessels, my colleagues and coworkers on this topic. Our learning objectives for today are related to behavioural change. And understanding that complexity of behavioural change and how we can use the R.E.S.E.T mindset model, a model from social psychology, to improve your communication with your client or in order to advise with impact.

So why is it important to work on behavioural sciences and understanding behavioural change? Well that's of course, because our profession is changing. And not only the agricultural industry is changing, but specifically also the veterinary industry is changing. If you look at our changing business models, we see that shift from being an advising practitioner, advising while you're doing your clinical work, to slowly a shift to being a practising advisor. Where your nonclinical work, your nonclinical skills, will become much more important in the future. Another change that we see is a change from illness to wellness from a curative approach, to a preventative approach. And if you look closely through that words, illness and wellness, you will discover the words I and we. And that also means a change on how we position ourselves towards our clients. Is it, I'm the veterinarian, I know what is best for you and I earn money because your animals are sick? To we, we together, you the farmer but also maybe other farm advisors, how can we together work on the farm goals? How can we together work on wellness, on sustainability, in order to achieve farm goals? So there is really this paradigm shift from I to we and from the curative approach to the preventative approach, from illness to wellness.

So we see that shift. We see a shift from kind of being a product supplier to being a solution provider. So if we think of our services as veterinary practises, we have to consider that it's not only about the products anymore. Of course, products can be necessary to improve animal health. But we see that tendency that farmers do not necessarily want products but they do want solutions. So what are the solutions that they have in mind? And how can you as an advisor, help them to chief that solutions? Specifically, at the beginning of every year, it's good to have that conversation with your clients. And to your clients, I'm your advisor, I really want to help you. What are your goals for this year? What are your goals on the short and maybe also on the longterm? What do you have in mind and how can I, as your advisor, be of any help? What do you expect from me and what is my role as an advisor for you on your farm business? So it's really important to understand that this is

kind of a person paradigm shift, if you look at the business models from veterinary practises, Because farmers, they do want to pay for solutions. Not necessarily for products but they want to have that solutions there. So if we can put that solution central in our communication, this is your goal, you're a farmer, this is what you want to achieve. I want the same, I also want to help you achieve that. And for that, we need this and this and this. Then you get a much easier conversation with your clients, than if you turn it around and say I know what products are good for you and you have just to apply these products. So try in your communication to have that solution central when you talk to your clients.

So if we look back at the historic information, we see that our profession is continuously improving itself, reinventing itself. So if you look in the past, we really have the kind of James Herriot type. Trust me, I know what is best for you. I am educated, you're not so you have to trust me that what I tell you is the right thing. Then after the Second World War, we came to kind of vet 2.0 and the Pete practitioner. Tell me, show me what's more important. Specifically also, that's commercial skills. And use of products, the sales of products really became an important part of the business model of veterinarians. And now if you look closely to the new veterinarians future, we call her maybe Vicky Veterinarian. Increasing amount of women also in our industry. And it's it really is about, involve me, advise me. Your clients are educated as well. They also know what they want to achieve. Sometimes they also have really good ideas on how they can improve their businesses. They have travelled, they also Google. And so, that really demands different skills. So yes, your clinical skills will of course, be really important but besides clinical skills in order to really have perfect with your clinical advice, you really should focus also on your other competencies. Commercial competencies, competencies on how to cooperate not only with the farmer, but also other farm advisors. And of course, that communication skills that are so important. So today I hope to help you to improve a bit on that competencies as well.

So what do we think of these kinds of changes in our industry? Is it a threat or an opportunity? So is the glass half full or half empty? So we can really look at these changes from two perspectives but if we really want our practise to continue to access in the future, then we have to be creative sometimes. And not reactive like, okay we just wait and see what happens. But really look for opportunities there. There are some things we cannot change and some given circumstances are of course there. But what can we do, given the circumstances, to make the best out of it, to make sure that your practise has a future, to make sure that your farmers have a future? That means we have to be more creative. And if you look closely again, through these words reactive and creative, you'll notice that it is an anagram. And the only thing that changes is the position of the C. The C, again, of communication. So this is also means a mind shift of ourselves. And this is an example of a person who has a huge problem, solution is right there just waiting for someone to solve it. And he has a bad day and he's just waiting, being very passive in trying to fix things. And in this case, we have a farmer who actually has maybe even a bigger problem, have no tyre at all. And he has found a nice lady there who brings some balance in his life And he actually has a nice day. So that is also what I want to challenge you. And there are things we cannot change but there are things that we can do. And try yourself also, to be more creative in the things you can do. For example, in the conversation that you have with your clients. Also you have impact in how your own future looks like. So we have to understand that if you think about behaviour change, about something that we want to achieve when we give advice to our clients that in general people want change, of course. All farmers want to have healthy animals but in the end, people don't want to be changed. They want to have to feeling that they kind of have autonomy of choice, that they really are appreciated for the fact that they are an entrepreneur and can make their own decisions. So if you push them too hard to make the decisions because you feel that is for them the right thing to do, you will meet a lot of resistance.

So we have to use techniques from social psychology to make sure that your clients motivate themselves to change. That is much more powerful than if you just tell them what to do. Because in the end we know that behavioural change is complex, think of your own new year's resolutions. Everyone has these ideas in mind and you know, I have to lose weight and exercise and spend more time with family maybe. But in the end, it is so difficult to really change something. And really keep in mind that often, a lack of knowledge is not the problem. I myself, maybe also want to lose some weight and I know exactly what I need to do. I know I need to exercise more and eat healthier. So knowledge on itself is not really helping me or more knowledge on a topic is not really helping me to achieve my behaviour. So again, we need to understand other principles of social psychology in order to make sure that people will reach their goals and change their behaviour on the long-term.

So if we want to understand how we can motivate people to change themselves, we have developed a R.E.S.E.T model. How to reset the mindset of your clients. And the R.E.S.E.T model consists of five buttons, the R, the E, the S, the E and the T. So if we look at them and what they mean, every button stands for certain instruments that you can use in your communication with your clients. Not only in your individual conversations, but also if you develop practise campaigns but also if you develop national disease control programmes. These principles are universal and they're really universal principles on what helps people to motivate them to change their behaviour.

So the first button that we have is the rules and regulations button. It's important to have rules and regulations in place. The second one is of education and information. Then we have the third, on social pressure. And the fourth on economic incentives and the final one on tools. Just let me give an example. So for example, if I want people to drive slow near a school area, then we of course, can have that speeding camera there. Or we can have a police officer there, to make sure that people drive slow near a school area. But we also know that when there is no control, when there is no enforcement, people don't care. They just go and drive too fast. So what we can do is we can educate people, it is not safe to drive fast near a school. We can use social pressure, explaining to people it's not social to do it and please take care of our children. We can use economic incentives. Increase the fines, increase the penalties, for example. But in the end, maybe the only thing that really works is the tools button. So for example, the big road bumps that you have, so you really have to brake because you don't want to damage your car. The interesting thing is if we look at disease control programmes, if we look at communication with your clients, also within your conversations we often press only one button. And we often use only for example, education. We feel that if we convince the client that there is much more scientific evidence and evidence-based veterinary medicine, the more evidence we show the clients, the more likely it is that they will change their behaviour. But the trick is, it's not for everyone like that and not everyone is convinced by more knowledge. Sometimes you need to have these other buttons also in your communication to make sure that your desired behavioural change is really achieved. So please consider in your communication, it's not, or, or, or, but it's and, and, and if you want to develop successful communications strategies.

Another example of the tools button is also about being more creative. Specifically in marketing and in social psychology, they talk about nudges and clutches and all kinds of simile to make sure that, for example, in the design of the environment, the desired behaviour becomes also the fun behaviour or the most easy to perform behaviour. How can we make the behaviour more accessible? So for example, this is here in London. And they want to stop people from putting all their cigarettes everywhere. And you can tell people that. You can try, with education and information, to convince them it's not good to do that. But of course, that is hardly effective. So this is a way of rethinking the possibilities and really thinking outside of the box or maybe inside the box.

Have people voting with their cigarettes, who is the best football player in the world? And by that time, there were no cigarettes on the floor anymore. So this is really about thinking on possibilities and not only using your technical information, but also look for possibilities to apply that other buttons to try to achieve that desired behaviour.

So if we put this in a model, on top you have the behavioural change that you want to achieve. And on the bottom, you have that five buttons you can press. So for example, you can choose to have a compulsory behavioural change. Well of course, that means rules and regulations. But we know again that they only work when there is control and there is enforcement. So sometimes you need that button, you need to press that. But what we often see also in policy programmes, policy strategies, is that we prefer to have that voluntary behavioural change because that will probably last much longer. So the button you can press, the education button. It is an important one but please don't overestimate the effect of that button. It really needs a long-term approach in order to use only information to change people's behaviour. So if you press that button, we also have to consider the farmers of the future, the veterinarians of the future and our education programmes. If you organise once an evening, a lecture for your farmers, that doesn't mean that based on that only one time, that lecture at one evening that they will change their behaviour. So really changing behaviour purely based on education does take a long term.

So other buttons you can use are buttons focusing more on improving the circumstances of that behaviour. So for example, using social pressure, economic incentives and these tools. So social pressure, norms and values are really powerful motivators for behavioural change. So if we look for example, on what do we consider good farming practise? What do we consider good veterinary practise? When are you good or standing out as a farmer? Or when of others of you think like, ooh, who is that? That's social norms, what is accepted in my social group? When am I outstanding or not? And that really is a strong driver for behaviour change. What do my peers think of my behaviour? How do others see me as a farmer or as a veterinarian? And there's an important influence there. And of course, these economic incentives and return on investment is an important thing there. And again, these tools, these circumstances. So if you want people to achieve a certain behaviour, for example, do first diagnostic testing before they apply certain medicines. Then we really have to make sure that it's accessible and also easy to perform. So these buttons are important. And for example, if we look at antibiotic use in the Netherlands and how we have decreased that. Specifically, that social pressure button, benchmarking was a very powerful thing in our campaigns. So yes, it is rules and regulations and education but also using that other tools in order to achieve that desired behavioural change.

So it's not only about having these buttons in place when you design disease control programmes, but specifically also when you communicate to your individual clients. Because we know that some persons are more sensitive to one button and the other persons are more sensitive to another button. So you can use this R.E.S.E.T model also to segment your clients. And we know that's clients that are sensitive to the rules and regulations buttons, we call them structure seekers. They really want to have, give me the protocols, give me the plans. I feel safe when I use these plans. As long as I comply to all the rules and regulations, I'm happy. Then you have the information seekers, sensitive to that education button. Give me all the knowledge, give me the tools. Those are the farmers that go to those farm meetings. Those are the farmers that travel and visit other open farm days to collect more and more information. And they really liked to have that information to help them and to make the right choices on their farms. Then you have the status seekers, very sensitive to that social pressure. I want to be the best breeder or I want to the highest production in the area. And really focusing on, I really want to be a good farmer or an excellent farmer in a certain area. They are

also the farmers who often are part of farmer organisations, are part of boards and committees. Because for them, that's an important thing. So then the people sensitive for the economics button, we call them the price seekers. They're really focusing continuously on, I don't care if it's evidence-based or if it makes me look good but I only care about that it really saves me money. That is really important for them. And then the final ones, they're the convenience seekers. So I don't care about all that important things but just make it easy for me. I have so much on my mind, just help me to achieve this. I want everything but I'm not sure how to do this, just make it convenient for me. So the interesting thing is, if you have these various types, we always tend to think that all clients are price seekers. Or our clients only want to do things because that is the cheapest thing to do. But often that is not the case. Only if you look at what type of what brand of tractor that they have, maybe a different brand would have been much more cheaper but they still buy that expensive one. So often, we tend to think people only focus on economics. But it's a good discussion also from a farmer's perspective. Yeah, I don't have money for that. And then immediately, the discussion ends. But often there are other barriers that we have to consider. So often just money is not the only thing that is important. It can also be other motivators, other drivers that change that behaviour or that makes sure that behaviour is continuing to be performed. So we have to consider these various types of personalities in our communication towards our clients, both on the national level but also in your communication on a daily basis.

So then of course is the question, how can we use these buttons in our communication with our clients? So what can we do specifically, if we are there, we are having a farm visit, how can we use those buttons? Now, here are some examples and also a bit food for thought for you. So for example, we want to convince that farmer to reduce the use of antibiotics. To really decrease that because we feel it's important, they are high users. We think there is much more that they can improve. So how do we convince those clients? So we have to consider what we can do on each button. So think a moment for yourself, what can you do to press that rules and regulations button? What can you say or do to motivate that structure seekers and to change their behaviour on the farm? An example could be like this. So asking a farmer, what are current and future rules and regulations? And what risks are you willing to take? So really asking the question, so making them aware of the risks that they're taking and also where they are at this moment in time. And how close they are towards, for example, penalties or future problems within the industry. And so you can use that question to kind of trigger that rules and regulations button. And that's stressing also the importance of protocols for example.

What can you do and say about education? Just give it a thought. Well for example, you can ask them the question, any ideas on why is it important and what do you feel, how we can reduce antibiotic use on your farm? What do you have in mind? Have you already tried some things? I just want you to know how you feel about this and also checking by this question, their current knowledge on the topic. Maybe they already know a lot and maybe their doubts are in a different area. Maybe they have different barriers and not necessarily a knowledge barrier. So that are good questions to check whether they're sensitive to that education button there. Then social pressure, what can we say or do triggering that social pressure button? Again, just give it a thought. So an example, and again there are many more examples. An example could be, like how much do you think you deviate from the national average? Or for example, what do you feel is the risk for you and your workers on your farm and your family, if we really have this antibiotic resistance on your farm? Any ideas about that? And specifically making it relevant to them, specifically bring it close to them.

So of course, you have to the public opinion and consumer opinions but if you bring it's close to them really about their own family and the social pressure maybe even within their own family, that

can also be an important driver to change. Not to change for the consumers but also to change for the sake of the health of themselves and their family members. So again, it could be an important button you can press for some of them. And then finally, the tools button. So what can we say or do to press that tools button there, any thoughts? So an example here could be just asking. Oh, sorry, the education button here. So, first the education button. So what do you think you spent annually on antibiotic use? What do you think we gained by prevention? And again, here also asking that questions and making them aware of where are we now. Where are we now at this moment? And what is their current knowledge, what is their current perception or expectation about the financial parts of changing farm management measures? And then again, finally the tools button. So the final one, that can also be like, how can I make things easier for you? Just asking that question.

So what you notice, if you use this R.E.S.E.T buttons, you notice that these are all questions and these are not answers. And often when I ask people, how do you apply this is education button? They say to me, I apply this education button by telling people this and this and this, by telling people why it is important, by telling people how they can reduce antibiotics. But just telling that and sending that information will not change that much in the brain of your clients. And that is really a paradigm shift, actually you have to understand that asking the questions themselves is much more powerful in achieving that behavioural change than just you presenting that information in the first instance. So of course, it's important to know the answers on these questions. But you ask these question to the farmers not because you don't know the answers, but because you really want to change something in the brains of your clients. And by asking the questions, they start to think, yeah what do I spend actually on antibiotic use? Or how much is this disease actually costing me? And so, it could be an underestimation. Then you can say, well I have some other ideas about this, can I share this with you? It could be an overestimation. And then you can say, well see how much you're losing on an annual basis? Or it could be that they say, well I don't know, you're the vet here. You have studied this, or you have studied for this. And then again, that is actually a compliment because then you have created a demand for your own advice. And that is the trick. So even if they would say, I have no idea on how we can improve this on my farm. You can say, well I have an idea and can I share my thoughts with you? And then there are much more open for your information than if you would have presented that information in the first place. And so please really consider that asking that questions is much more effective than providing those answers in the first place. So please keep in mind, that is for farm advisors. To be really effective, it's much more important to ask that right questions than provide the right answers. Again, that paradigm shift. And so you're a good veterinarian, a good consultant and of course, you need to have the technical skills and you need to have the technical knowledge. But you are maybe a more effective consultant if you start asking the questions first, before you provide the answers. Because if you know that your clients can ask those questions to you as well, you can also prepare for that. So if you know your client is like, I have no idea what this disease costs on my farm. And then also, you can provide your added value as that herd health consultant to say, well I have an idea. I have calculated this for you, farm specifically, this is what you can achieve. Or this is what we both can achieve if we raise our goal of reduced antibiotics or an improved animal health or an improved production. So really create again, that demand for your own advice. Not by providing the technical information and the knowledge but really by asking that questions first.

So to summarise, things are not easy. I think we can say that, it's not easy for the veterinarians, it's not easy for the farmers and behavioural change is not easy. It takes a long time, a long way to go. But at the other hand, if we don't do anything yet, not doing anything is also a choice. Specifically also for your farmers, if they don't want to change then the question can also be, okay, but what would be the consequences of not changing? And where will that lead us? So we have to consider

that behaviour change is not easy and we can use information from social psychology. And the R.E.S.E.T model of being just a little piece of that to make sure that we can advise with more impact. Understand that if you do what you always did, you get what you always got.

So please see the opportunities in improving your communication skills and using a bit of that social sciences in your daily conversations with your clients. If you're interested, here's some suggestions for further reading and a lot of information being out there already on how social sciences can help us to deliver more impact with with our advice. And much research at this moment, being done which is great and excellent. So some of that research, I've used in this presentation. But again, feel free to explore that whole field of science yourself if you want to know more. So many thanks for your attention today and I wish you good luck, and I'm certain that you can do it and you can help farmers to change their behaviour. You can help them in the end, all to achieve a good animal health and a sustainable farm business and a sustainable veterinary practise in the future. Many thanks, good luck!

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