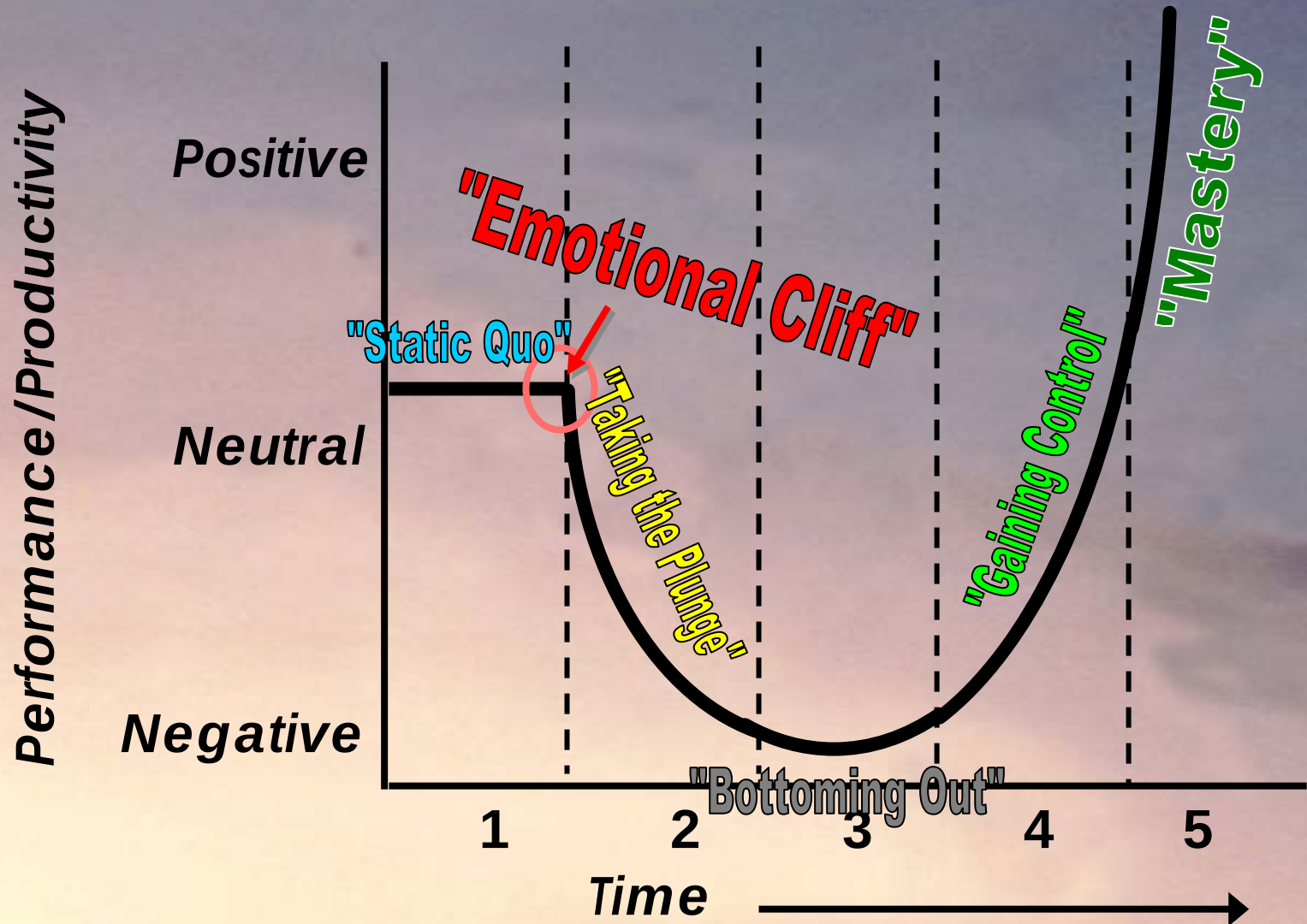


MANAGING CHANGE (2)



The Safe Choice

The Process of Change



Points of View

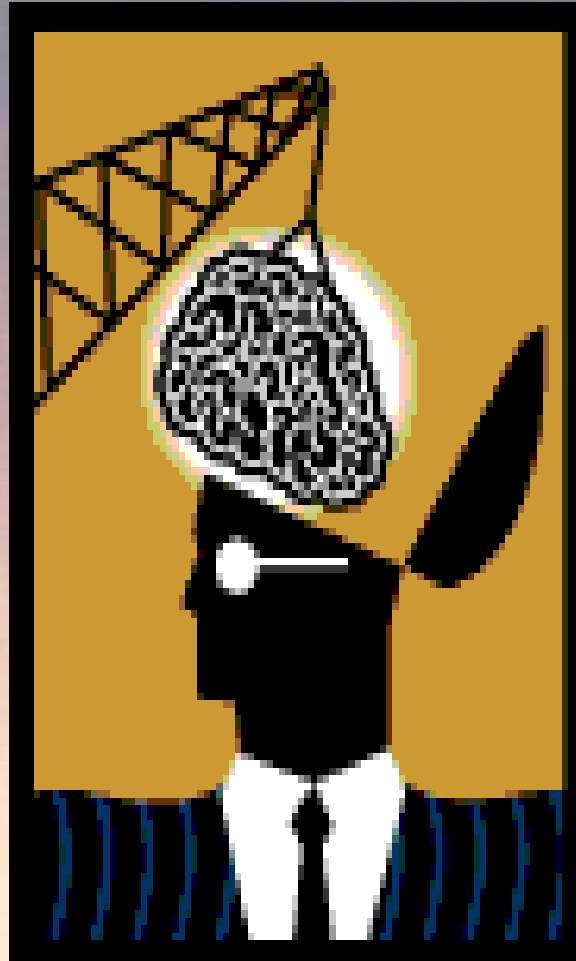
Leader

- Future
- Benefits
- Organization
- Big Change

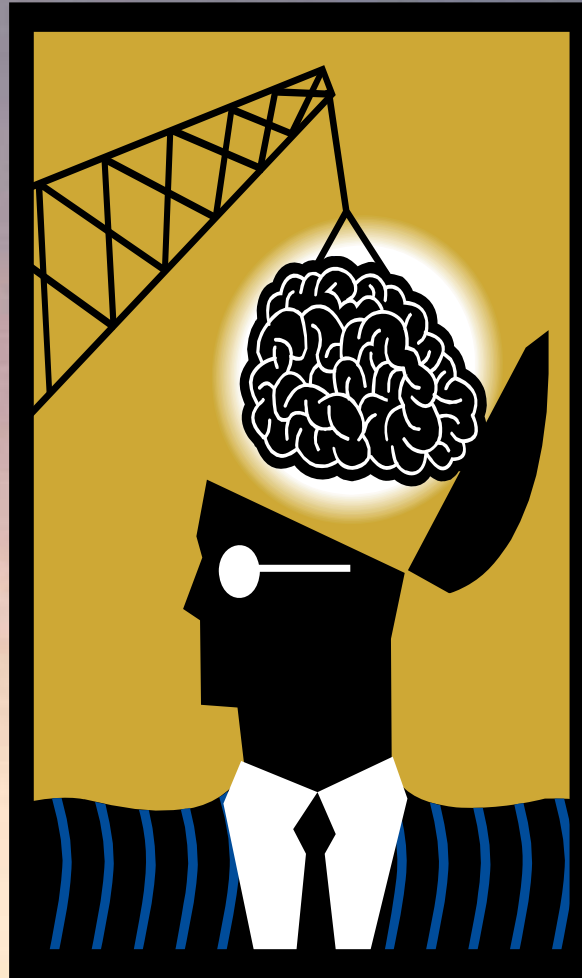
Follower

- Present
- Costs
- Self
- Huge Change

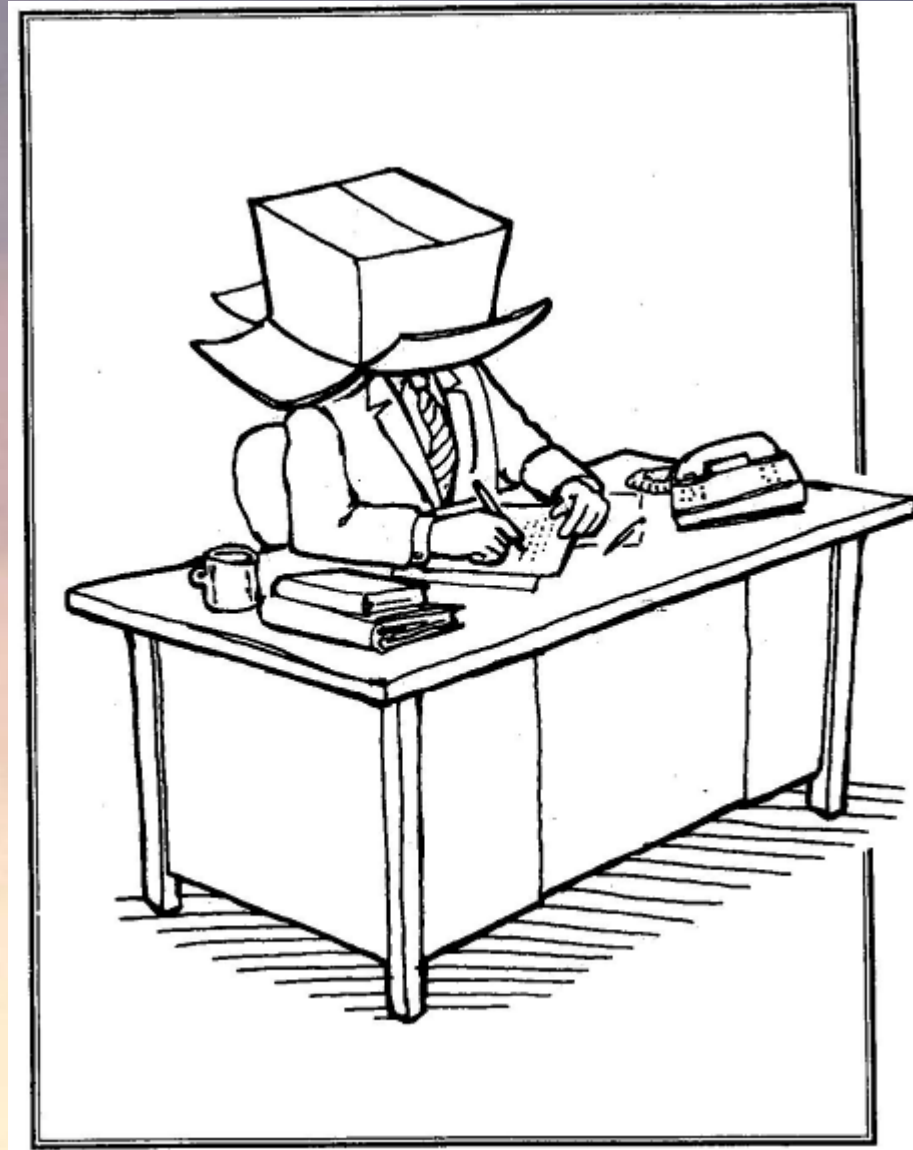
It's All About "Paradigms"



It's All About "Paradigms"



Think Outta' the Box!



But keep it within reason ...



Points of View

Leader

- Future
- Benefits
- Organization
- Big Change

Follower

- Present
- Costs
- Self
- Huge Change



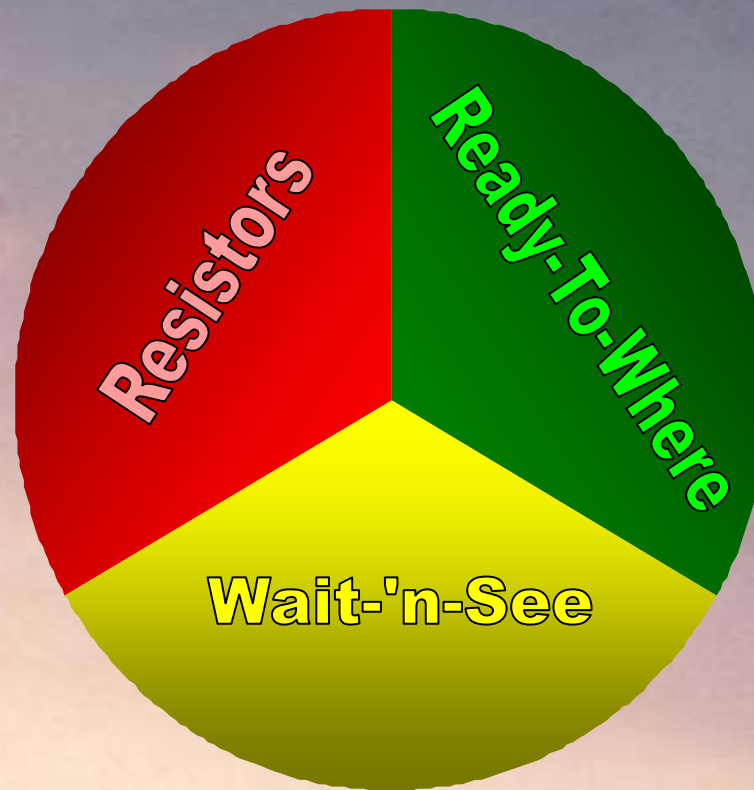
The Safe Choice

Ye Olde Generic Speech

- ✓ Describe Goal/Vision
- ✓ Necessity of Change
- ✓ Acknowledge Challenges
- ✓ Irrevocable Commitment
- ✓ Lay Out Strategic Plan
- ✓ Promise Support
- ✓ Express Confidence



Reactions to “Persuasion”



Attention Inversion

Influence Techniques

- **Persuasion** (*aka: “Education”*)
- **Coercion**
- **“Activation”**

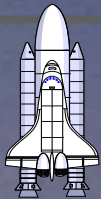
“Activation”

- Begin taking small - SPECIFIC - actions



The Safe Choice

Global Generalizations



40,000 ft.



30,000 ft.



20,000 ft.



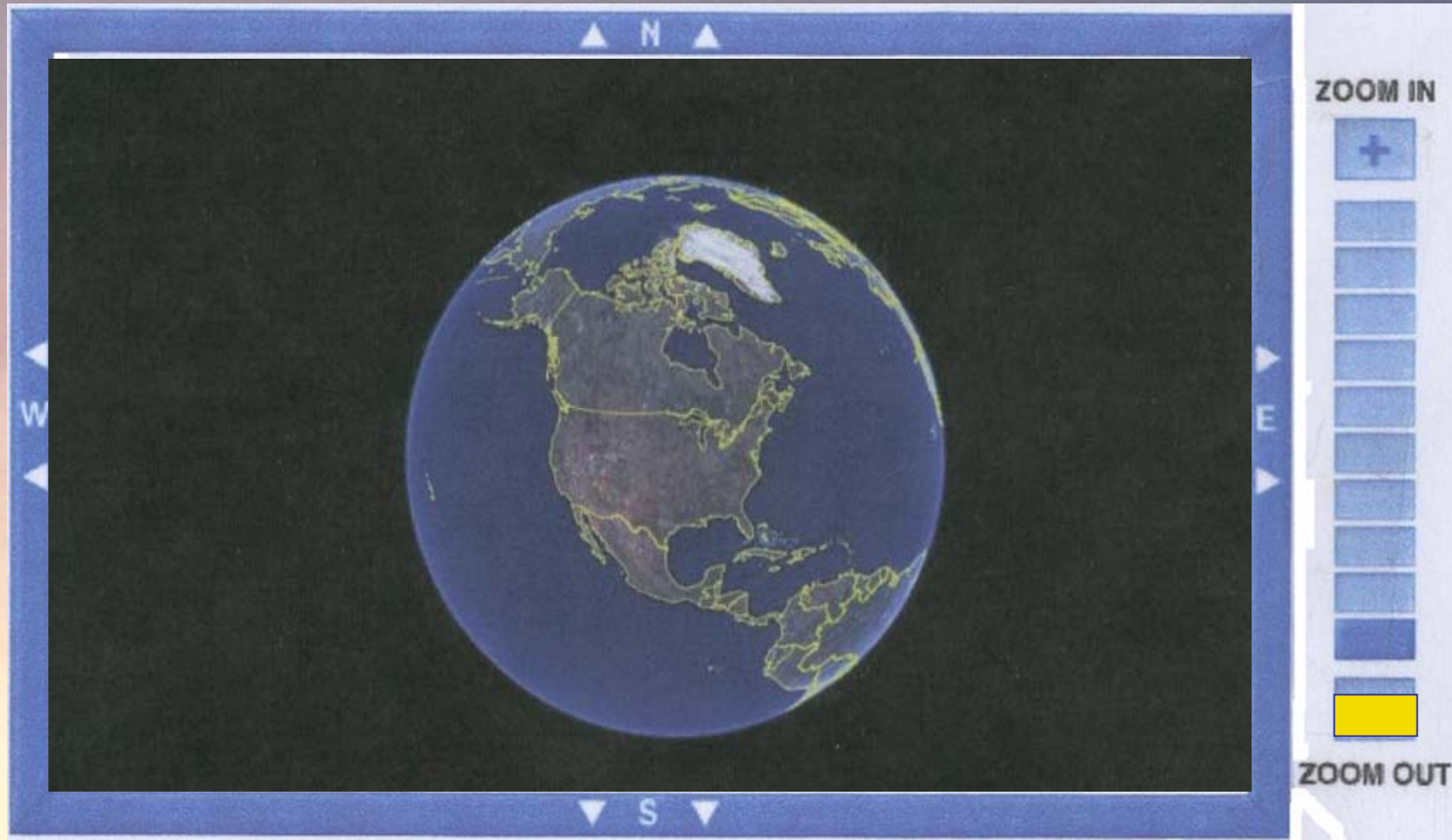
10,000 ft.



Ground Level

FRAMEWORK

Illustration:



FRAMEWORK

Illustration:



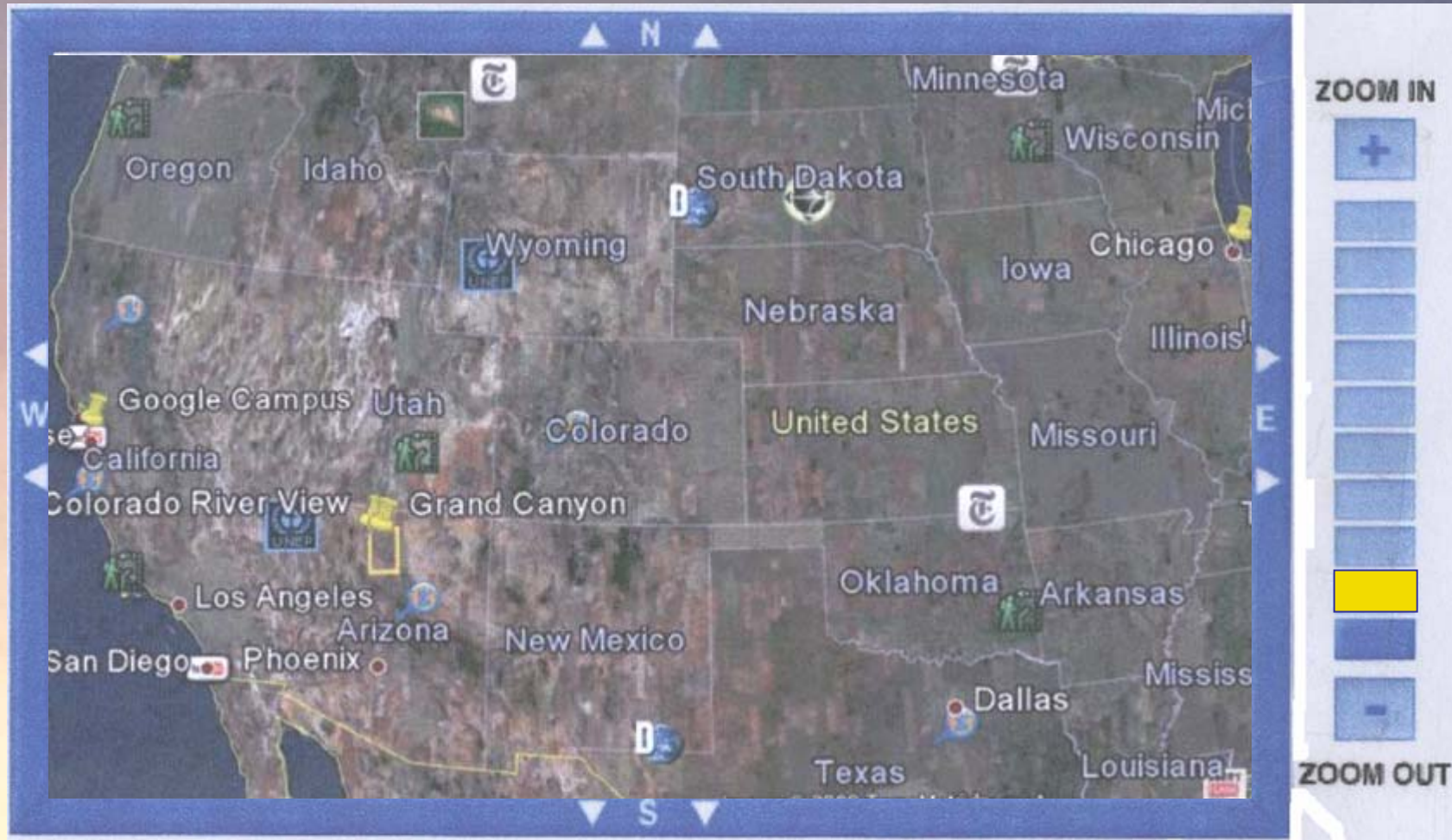
FRAMEWORK

Illustration:



FRAMEWORK

Illustration:



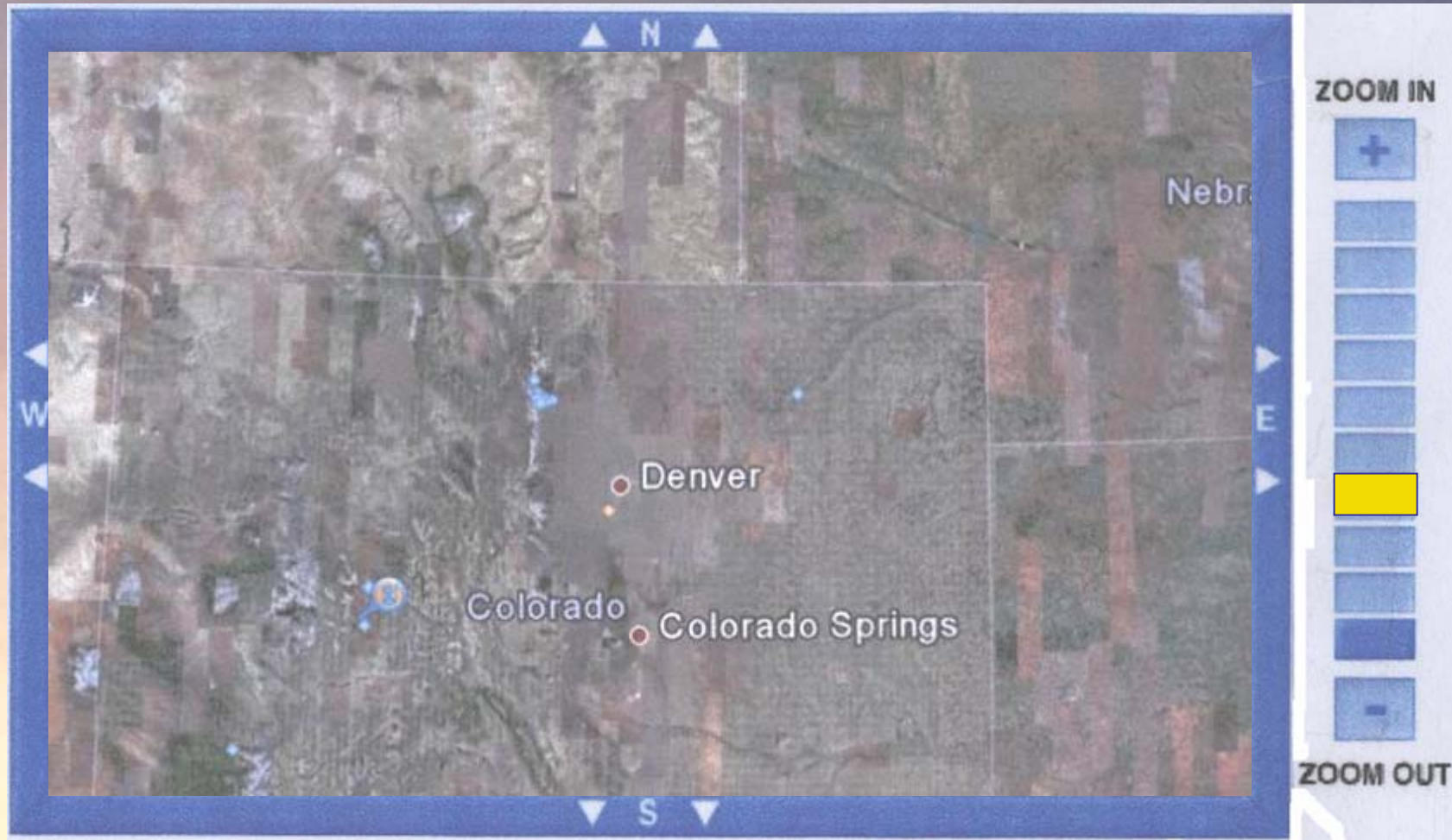
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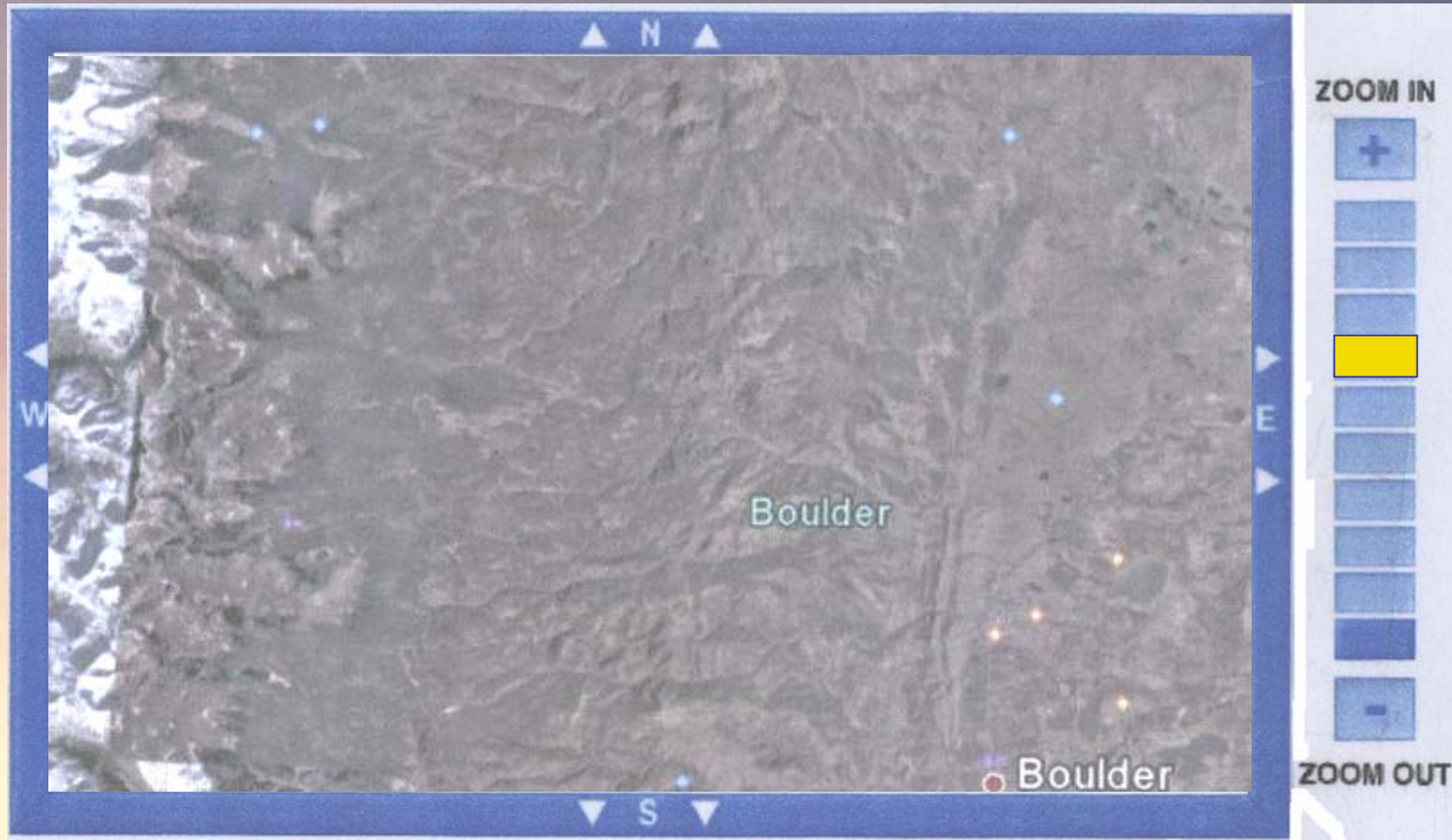
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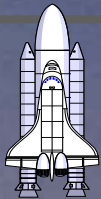
The Safe Choice

Global Generalizations

Excellence
Cooperation

Quality
Vision

Innovation
Leadership



40,000 ft.



30,000 ft.



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Ground Level

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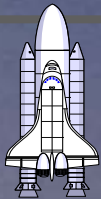
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40,000 ft.

Psychological Processes

Be Open
Enthusiasm

Values
Buy-In

Self Starter
Paradigm



30,000 ft.



20,000 ft.



10,000 ft.



Ground Level

FRAMEWORK

Illustration:



FRAMEWORK

Illustration:



FRAMEWORK

Illustration:



FRAMEWORK

Illustration:





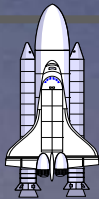
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30,000 ft.

Broad Patterns of Behavior

More Communicative
Better People Skills

Less Controlling
Improve Sales



20,000 ft.



10,000 ft.



Ground Level

FRAMEWORK

Illustration:



FRAMEWORK

Illustration:



FRAMEWORK

Illustration:





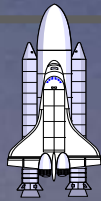
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20,000 ft.

Focused Behavior Patterns

Praise High Performance
Spend Less Time on the Phone
Don't Publicly Criticize Colleagues



10,000 ft.



Ground Level

FRAMEWORK

Illustration:



FRAMEWORK

Illustration:



FRAMEWORK

Illustration:



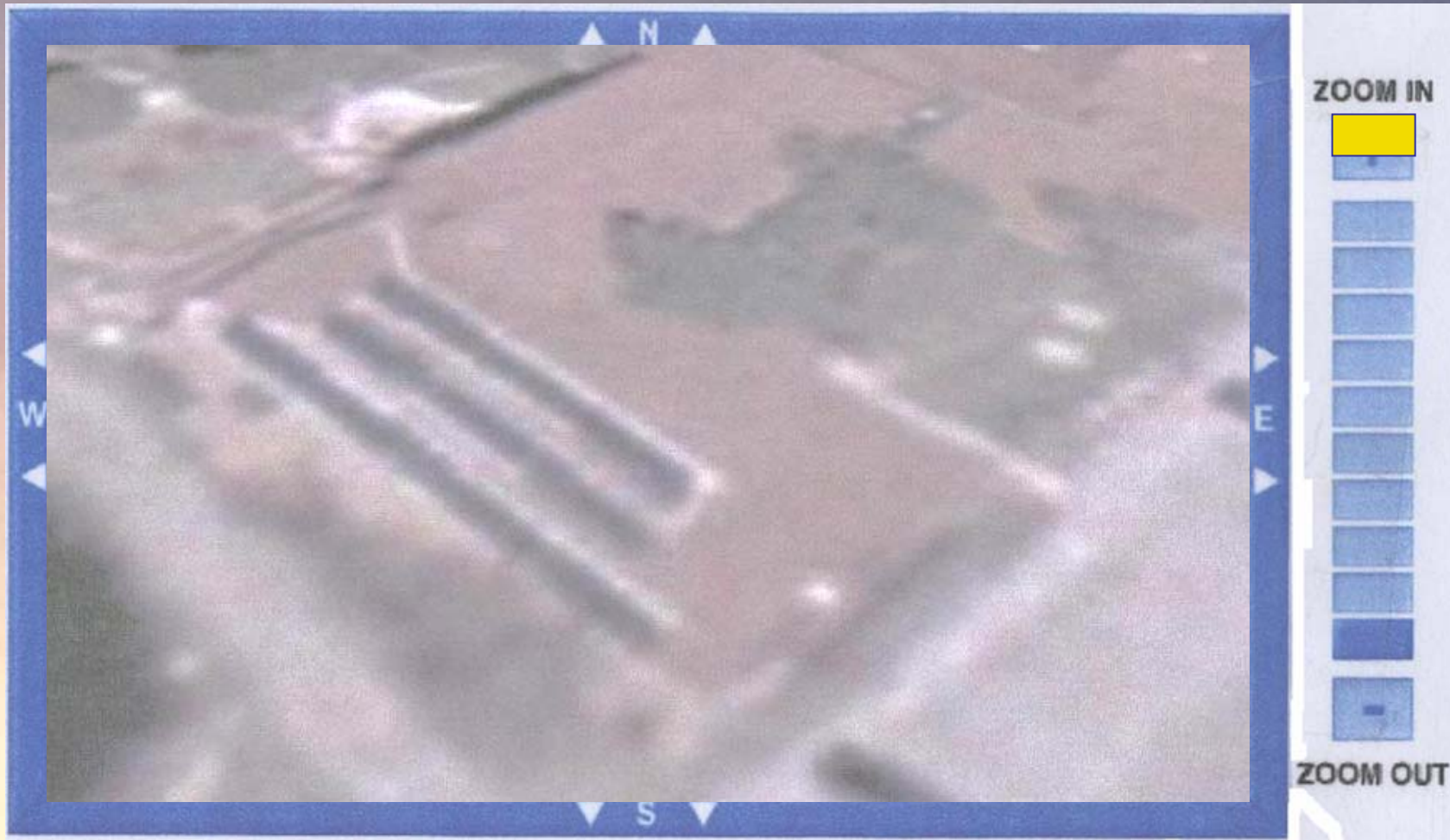
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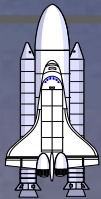
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10,000 ft.

Specific Behavior or Outcome

*Specific Behavior or Outcome
in Specific Situations*



Ground Level

Negative Consequences of Talking in Generalities

(i.e., 40,000 ft., 30,000 ft. or even 20,000 ft.)

- **Problems seem too big to solve**
- **Easy for other person to resist**
- **Easy for other person to give pseudo-agreement**
- **People don't know exactly what you mean**

Getting Down to Ground Level



- What do you want him or her to do?
- In what situations is it most troublesome?
- What would he or she do if he had the right attitude, personality, etc...?
- How would we know he or she was doing the right thing?

Change Management Action Plan

- ***Goal***

- ***Specific***
 - ***Measurable***
 - ***Achievable***
 - ***Relevant***
 - ***Time-based***

Getting Down to Ground Level



- What do you want him or her to do?
- In what situations is it most troublesome?
- What would he or she do if he had the right attitude, personality, etc...?
- How would we know he or she was doing the right thing?
- What is the first thing he or she would do?
The second? The third?

Change Management Action Plan

- ***Goal***

- ***Sub-Steps***

1

2

3

and so on

“Activation”

- **Begin taking small – specific - actions**
- **Provide guidance and training**
- **Make allowances for mistakes**
- **Reward initiative—celebrate success**
- **“Empathize” with negative feelings**
- **Involve people in shaping the change**
- **Make it easy to get started**
- **Express confidence in their success**
- **Stay personally involved**

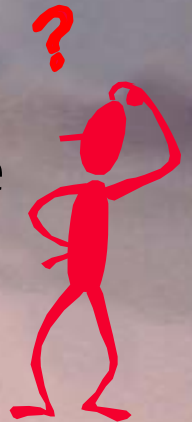
ASK, Don't TELL

- **Buy in—Ownership—Involvement**
 - More likely to take action
- **New and better ideas**
- **Sense you care and respect them**
 - Reciprocate that respect back to you
 - Like you

Telling vs. Asking



- **The person using the telling style:**
 - Knows the answer
 - Knows what the problem is
 - Explains or shows how to solve it
- **The person using the asking style:**
 - May or may not know the answer
 - Asks questions to find out what the problem really is
 - Asks questions that help team members figure out the solution



The Jeopardy Technique

- Voice a question *instead* of an answer
 - When you know **THE** answer
 - When it impacts other people's lives
 - After a mistake
 - When there is time pressure

Implementation Questions

- Focus on “what” & “how”
- Avoid history
- Focus on big words
- Go after the verbs
- When, Where, Who, Results ...

Problem Answers

They say nothing <i>or</i> “I don’t know...”	Restate the question Ask more specific ??’s
They give a very general answer	Agree. Then ask specific, behavioral questions
They say “Just tell me ...”	Avoid bias

“T.O.P.S.”

(The Other Person’s Shoes)

- Took action against better judgment
- Experienced failure
- Risked humiliation
- Incurred opportunity costs
- Did it for you

Front-Loading Rewards

- **Encouragement**
- **Assistance**
- **Praise, praise, praise**
- **Listen *and* Empathize**

World's Most Influential Communication

IF

you do action X ...

THEN

you'll receive reward Y

Power of Positive Doing

- **Change behavior, not attitudes or intentions**
- **Be specific—talk at ground level**
- **Focus—change one thing at a time**
- **World's most influential communication**
- **Front load rewards**
- **Lapse not a relapse**
- **Create opportunities**

What Questions Might You Have?

Thank You!