IMPROVING FROM THE INSIDE

Creating positive change without authority

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Ground Rules

- This session is for you, so please participate.

- These are tricks and tips that worked for me but might not be right for everyone or every situation. Please consult a coach or physician to find a program that is best for you.

- No animals were harmed during the creation of this presentation, and please support pet rescue groups.

MoeMoe

Peanut

Oompa

Charlie

Charlie & Katy

What are three changes you'd make if you could?

- Write down the first changes that come to mind.

- So why hasn't it happened yet?

Photo by Polina Zimmerman

Finding ideas isn't the problem…

Implementing them is!

Change requires a two-pronged approach

The Rider

- Analytical, adaptable, observant.

- Logical connection.

- Easily distracted or bored.

The Elephant

- Culture, momentum, endurance.

- Emotional connection.

- Slow to change and adapt.

Source: Switch by Dan and Chip Heath;
Photo by Iurii Laimin:

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Switch: How to Change
Things When Change Is Hard

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Motivate the rider and the elephant

The Rider

- Sets the direction and goal.

The Elephant

- Provides stability and permanence.

1. Destination postcards

- Describes what success will look like so we know what we are aiming for.

- *Activity:* Take your idea and write a destination postcard.

2. Script the critical steps

- What must happen for you to reach your destination postcard?

- Don't worry about how yet!

- *Activity:* Take your idea and identify critical steps to reach your destination postcard.

Source: Switch by Dan and Chip Heath;
Photo by Lina Kivaka

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3. Promoting your idea

- WIIFM - What's In It For Me?!!! (or them)

- The change must have value to the audience, or they will not fully support it.

- *Activity:*

  – Who is your primary target audience?

  – What's in it for them?

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4. Build your army of champions

- Quantify your impacted audience.

- Find thought leaders and change agents.

- Align them to your destination postcard and critical steps.

- Next, we'll start to build your army.

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Classify your audiences into manageable groups

Indirect Daily Impact

Stakeholders

Consumers and End-Users

Direct Daily Impact

Influencers
- No impact or interest
- High authority through position or reputation

Controllers
- No impact or interest
- Enforce policies

- Impacts their overall success
- High interest and low impact
- High authority

- Impacts their daily operations
- High impact and interest
- Low authority

Classify your audiences into manageable groups

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Techniques: Top-down initiative

Find a leader and make it their idea!

- Find champions in positions of authority and/or influence.
- Convince them sponsor the solution.
- Find change agents to help implement the idea.
- Work with them to ensure the integrity of your idea is maintained.
- *Activity:* If this could apply, add it to your idea card.

Control: 😞   Difficulty: 😟

Influence: 🙂   Duration: 😄

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Techniques: Grassroots/bottom-up

Target users by providing a better way.

- Share and spread your idea directly with the end-users who could benefit from the WIIFM.
- Make it super easy for more people to use and spread your idea.
- Watch for the tipping point, then find the right owner or sponsor to make it official.
- *Activity:* If this could apply, add it to your idea card.

Control: 😄   Difficulty: 😞

Influence: 😄   Duration: 😞

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Techniques: Pain compliance

Make the bad path scary, annoying, and hard.

- Pain relivers are more effective than gain creators.
- Plan the easy path to use your idea and make it as simple as possible.
- Influence or change the current processes to make them as annoying, difficult, and slow as possible.
- *Activity:* If this could apply, add it to your idea card.

Control: 😀   Difficulty: 🙁

Influence: 😁   Duration: 🙁

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Techniques: Subversion

Undermine the bad while promoting a better way.

- Work to ruin or impede the bad processes or current way of doing things.
- Make casual, but not career limiting, comments to draw attention to the inefficiencies.
- Suggest your idea to change agents who might champion the idea as their own.
- *Activity:* If this could apply, add it to your idea card.

Control: Difficulty:

Influence: Duration:

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Implementing them is!

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Conclusions

- Change must speak to the rider and the elephant.

- Start with a Destination Postcard and script the critical steps.

- WIIFM - Sell your idea!

- Build your army of champions.

- Classify your audiences into manageable groups.

- Use different techniques until your change happens.
  - Top-down: Find a champion with authority.
  - Bottom-up: Promote the change until you find the tipping point.
  - Pain compliance: Make the bad path scary, annoying, and hard.
  - Subversion: Undermine the bad while promoting a better way.
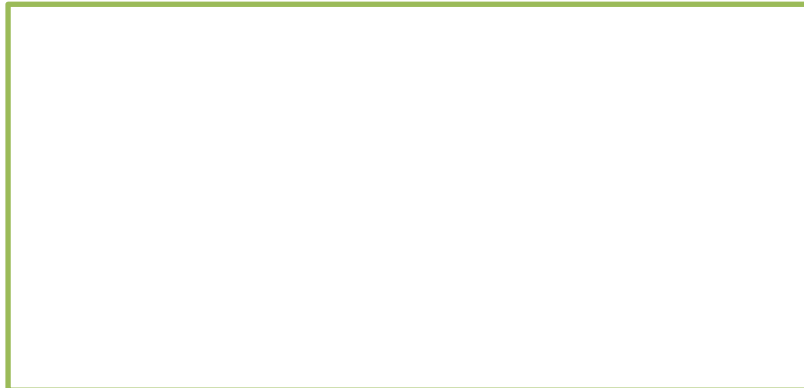
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Destination Postcard

Critical Steps

Audiences - WIIFM

Top-down: ◯ Bottom-up: ◯ Pain compliance: ◯ Subversion: ◯

Consumers and End-Users: Impacts their daily operations. High impact and interest. Low authority.
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Stakeholders: Impacts their overall success. High interest and low impact. High authority.
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Influencers: No impact or interest. High authority through position or reputation.
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Controllers: No impact or interest. Enforce policies.
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