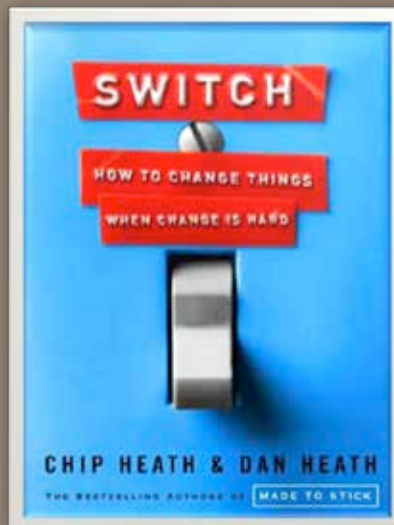


Leadership: Facilitating Change



Switch: How to Change When Change is Hard



A Framework for Change

Direct the Rider (the conscious mind), eliminating what looks like resistance but is more often a lack of clarity by providing crystal-clear direction.

- Following the bright spots: investigate what's working and clone it.
- Script the critical moves: don't think big picture, think in terms of specific behaviors.
- Point to the destination: change is easier when you know where you're going and why it's worth it.

A Framework for Change

Motivate the Elephant (the subconscious), eliminating what looks like laziness but is more often exhaustion by engaging emotions to get people on the same path as you.

- Find the feeling: knowing something isn't enough to cause change. Make people feel something.
- Shrink the change: break down the change until it no longer spooks the Elephant.
- Grow your people: cultivate a sense of identity and instill the growth mindset.

A Framework for Change

Shape the Path (the situation), eliminating what looks like a people problem but is more often a situation problem, by making the environment more conducive to the change you seek.

- Tweak the environment: when the situation changes, the behavior changes. So change the situation.
- Build habits: when behavior is habitual, it's "free"—it doesn't tax the Rider. Look for ways to encourage habits.
- Rally the herd: behavior is contagious. Help it spread.

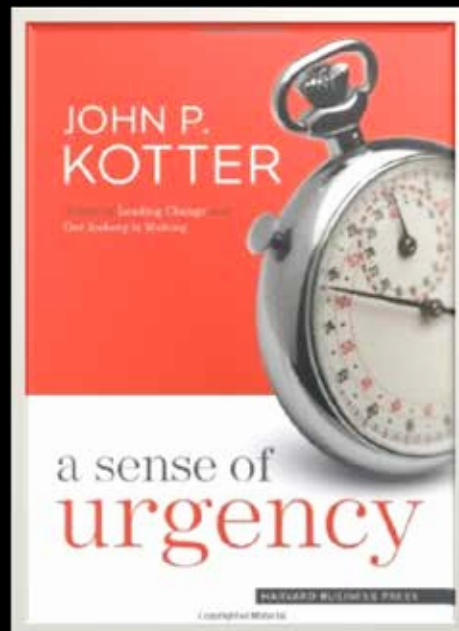
Making Change Stick

1. Understand and spell out the impact of the change on people.
2. Build an emotional and rational case for change.
3. Ensure that the entire leadership team is a role model for change.
4. Mobilize people to "own" and accelerate the change.
5. Embed the change in the fabric of the organization.

How Do We Make Change?

(Transforming Congregational Education Project)

1. Substantial change takes time and does not proceed smoothly.
2. Take action and be ambitious: “boldly go...”
3. Vision, action, reflection, and conversation feed off one another to drive the process forward.
4. Getting the right people engaged and empowering them is critical. “Get the right people on the bus...”
5. The change process is powered by and largely about learning.
6. Quality outside assistance can help the process tremendously.
7. Because change is complex, a multi-pronged support system is needed.
8. Financial resources can help “lubricate” change.



Increasing a True Sense of Urgency

Strategy

Create action that is exceptionally alert, externally oriented, relentlessly aimed at winning, making some progress each and every day, and constantly purging low value-added activities—all by always focusing on the *heart* and not just the mind.

Increasing a True Sense of Urgency

1. Bring the Outside In

- Reconnect internal reality with external opportunities and hazards
- Bring in emotionally compelling data, people, video, sites, and sounds.

Increasing a True Sense of Urgency

2. Behave with Urgency Every Day

- Never act content, anxious, or angry.
- Demonstrate your own sense of urgency always in meetings, one-on-one interactions, memos, and email, and do so as visibly as possible to as many people as possible.

Increasing a True Sense of Urgency

3. Find Opportunity in Crises

- Always be alert to see if crises can be a friend, not just a dreadful enemy, in order to destroy complacency
- Proceed with caution, and never be naïve, since crises can be deadly.

Increasing a True Sense of Urgency

4. Deal with the NoNos

- Remove or neutralize all the relentless urgency-killers, people who are not skeptics but are determined to keep a group complacent or, if needed, to create destructive urgency.