

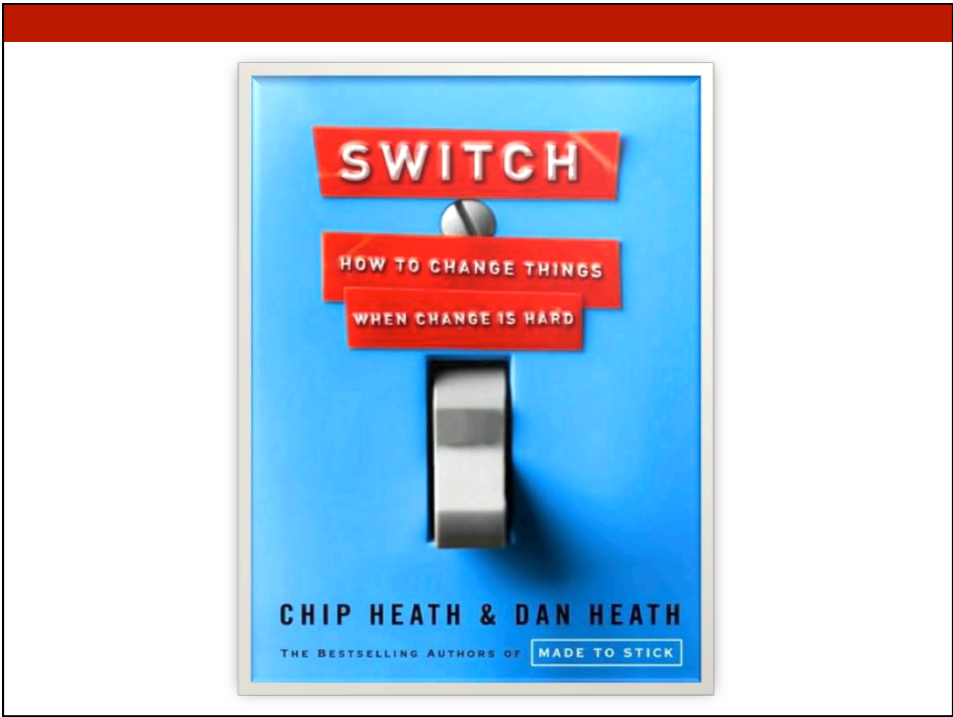
FACILITATING CHANGE

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How People Change

People change what they do less because they are given **analysis** that shifts their **thinking** than because they are shown a **truth** that influences their **feelings**.

(John Kotter)



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.

1. Following the bright spots: investigate what's working and clone it.
2. Script the critical moves: don't think big picture, think in terms of specific behaviors.
3. 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.

1. Find the feeling: knowing something isn't enough to cause change. Make people feel something.
2. Shrink the change: break down the change until it no longer spooks the Elephant.
3. 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.

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

Things to Remember

1. **Follow the bright spots:** investigate what's working and clone it.
2. **Script the critical moves:** don't think big picture, think in terms of specific behaviors. Shrink the change.
3. **Point to the destination:** change is easier when you know where you're going and why it's worth it.
4. **Find the feeling:** knowing something isn't enough to cause change. Make people feel something. Build an emotional and rational case for change.

Whenever you let up before the job is done, critical momentum can be lost and regression may follow.

(John Kotter)

Anchoring Change in the Culture

Culture changes only after you have successfully altered people's actions, after the new behavior produces some group benefit for a period of time, and after people see the connection between the new actions and the performance improvement.

(John Kotter)

