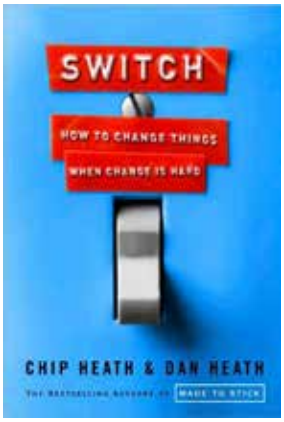
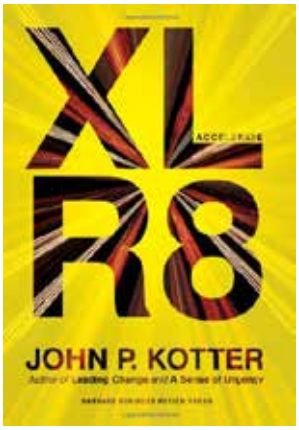




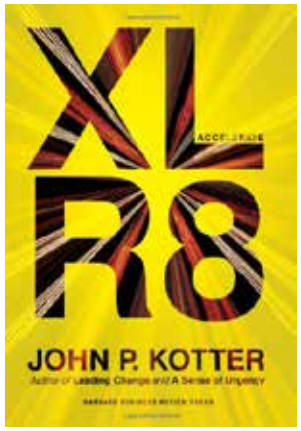
FACILITATING CHANGE

John Roberto
jroberto@lifelongfaith.com www.LifelongFaith.com

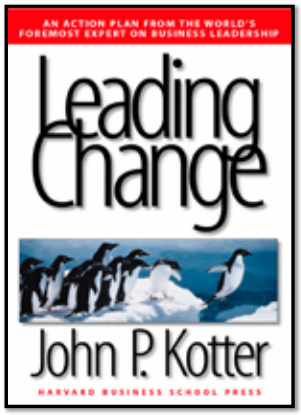
How People Change

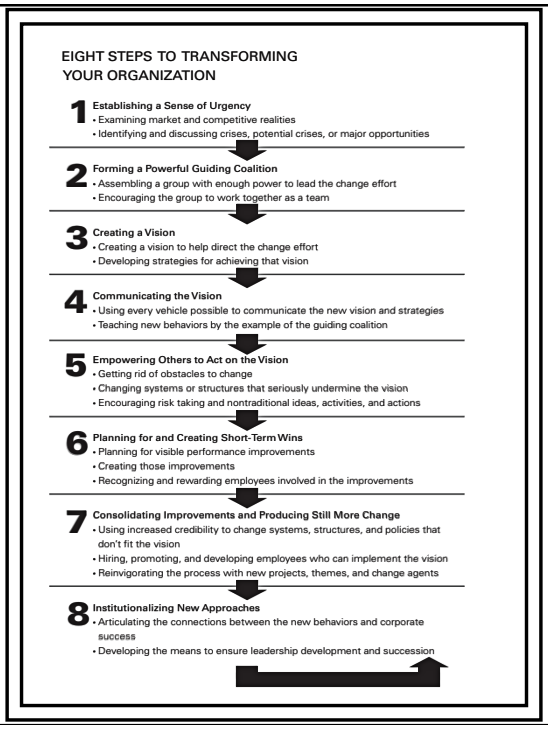
People change what they do less because they are given **analysis** that shifts their **thinking** than because they are shown a **truth** that influences their **feelings**.

(John Kotter)



Kotter's 8-Step Change Process





Switch: 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.

Switch: 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.

Switch: 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.

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)

Facilitating Innovation

Small Scale Prototyping

Implement the faith formation network through small scale prototyping with a small group of your target audience.

1. Identify a group within the target audience for piloting or a limited launch of a project in order to test the project
2. Implement the project and get regular feedback on its implementation and effectiveness
3. Develop leaders through the piloting phase so that they can be involved in the wider launch of the project

Implementation Timeline

Season 1	Season 2	Season 3
1. Design 2. Prototype with a small group of the potential audience 3. Evaluate effectiveness 4. Re-design	1. Expand reach to wider audience 2. Continued evaluation	1. Integrate into regular offerings 2. Continue expansion

Testing the Prototype

Testing is the chance to refine our solutions and make them better. Prototype as if you know you're right, but test as if you know you're wrong.

1. Refine our prototypes and solutions.
2. Learn more about our user. Testing is another opportunity to build empathy through observation and engagement —it often yields unexpected insights.
3. Test and refine our POV. Sometimes testing reveals that not only did we not get the solution right, but also that we have failed to frame the problem correctly.

Testing the Prototype

- Prototyping is getting ideas and explorations out of your head and into the physical world.
- In early explorations keep your prototypes rough and rapid to allow yourself to learn quickly and investigate a lot of different possibilities.
- Prototypes are most successful when people (the design team, the user, and others) can experience and interact with them. What you learn from those interactions can help drive deeper empathy, as well as shape successful solutions.

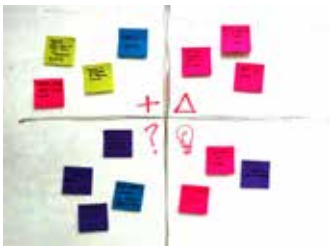
Testing the Prototype

We prototype to:

1. **Learn:** If a picture is worth a thousand words, a prototype is worth a thousand pictures.
2. **Solve disagreements:** Can eliminate ambiguity, assist in ideation, and reduce miscommunication.
3. **Start a conversation:** Can be a great way to have a different kind of conversation with users.
4. **Fail quickly and cheaply:** Allows you to test a number of ideas without investing a lot of time and money up front.
5. **Manage the solution-building process:** Encourages you to break a large problem down into smaller, testable chunks.

METHOD

Feedback Capture Grid



WHY use a feedback capture grid

Use a feedback capture grid to facilitate real-time capture, or post-mortem unpacking, of feedback on presentations and prototypes – times when presenter-critiquer interaction is anticipated. This can be used either to give feedback on progress within the design team or to capture a user's feedback about a prototype. You use the grid because it helps you be systematic about feedback, and more intentional about capturing thoughts in the four different areas.

HOW to use a feedback capture grid

1. Section off a blank page or whiteboard into quadrants.
2. Draw a plus in the upper left quadrant, a delta in the upper right quadrant, a question mark in the lower left quadrant, and a light bulb in the lower right quadrant.

It's pretty simple, really. Fill the four quadrants with your or a user's feedback. Things one likes or finds notable, place in the upper left; constructive criticism goes in the upper right; questions that the experience raised go in the lower left; ideas that the experience or presentation spurred go in the lower right. If you are giving feedback yourself, strive to give input in each quadrant (especially the upper two: both "likes" and "wishes").

Anchoring Change in the Culture

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

(John Kotter)