

What's possible...

...in your business

For YOUR BUSINESS TO SURVIVE AND THRIVE – Do you have any choice but to CHANGE?

Research (and progress) suggests in the year 2020 a £700 computer will surpass the capabilities of the human brain!

In 2045 a £700 computer will surpass the capabilities of the whole human race!

It's clear the rate of change is increasing and is inevitable.

Therefore we all need to embrace change if our businesses are to survive and thrive.

“Ultimately all change efforts boil down to the same mission: Can you get people to start behaving in a new way?” – from SWITCH

- Perhaps you want your team to act more frugally because of the economic situation
- Perhaps you want to change the way you market and sell your products or services

It's clear that, for anything to change, somebody somewhere has to start acting differently.

It's all about you (and the others!)

Chances are you want your future to be different - you want change. However...

...you might want to make changes but you're scared they won't work out?

...you might want to change but there are too many obstacles in your way?

All too often our desire to improve things is undermined by the scepticism of others and by our own caution and fear. However...

...Real change is possible

What if you could be like Jerry Sternin?

Jerry walked into Vietnam in 1991 with his wife and ten-year-old son.

They spoke no Vietnamese.

They almost single-handedly changed the lives of 2.2million people.



The government was against him. Save The Children (his employer) had minimum funds. And yet in a matter of months Jerry helped eradicate child malnutrition in Vietnam.

More on how Jerry did it later. But what if, like Jerry, you could **make change work for you and your business?**

SWITCH – How To Change Things When Change Is Hard provides a powerful process to get the change you want.



...But people resist change don't they?

“People don't resist change. They resist being changed”
– Peter Senge

Yes, people (you) resist being changed. But people are not resistant to change itself!

As children you grew up changing rapidly! And why, if you were resistant to change, would you...

- Choose to leave home?
- Choose to change jobs?
- Choose to have children?
- Choose to move house?

Change is a well-known friend AND there's a way to lead and manage change more successfully...



Three things to manage...

SWITCH suggests our emotional and instinctive side is (metaphorically) like an **ELEPHANT!** Your elephant keeps you in bed when you should get up to go to the gym!

What's possible...

Our logical analytical side is the equivalent of the **RIDER** perched precariously atop the elephant. Your rider knows the gym's the right thing to do but the elephant wins!

Anytime the 6-ton elephant and rider disagree you know who'll win!

The elephant's hunger for instant gratification is the opposite of the rider's strength, the ability to think long term, to plan, to think beyond the moment.



When change efforts fail it's usually the elephant's fault. Why? Because change typically involves short-term sacrifice for longer term payoffs.

Managing the **PATH** can make life easier for both rider and elephant and help you achieve the change you seek.

Putting 3 things to work...

Successful change is all about the path, the elephant and the rider. Let me explain...

1. Shape the **PATH** – 3 Strategies

- **Tweak the environment**
- **Build habits**
- **Rally the herd**

What looks like a people problem is often a situation problem. Consider this...

- **Tweak the environment**

"I have many good intentions on the exercise front but early morning midweek fitness sessions are a challenge. I set the alarm for 6am, the alarm goes off and what do I do from within my cosy-warm slumber? My elephant leans over and hits 'SNOOZE'.

Not with Clocky.

Set the alarm for 6 and at 6 the clock wizzes off my bed-side table as the alarm goes off and the only way I can preserve my sanity is to leap out of bed and chase the clock down to switch it off!

So I'm up already. I go and exercise and I get fit!"

Tweak your environment (bedside table alarm clock) and you change your result (get fit and healthy!).



Have a look on amazon for Clocky it's the perfect gift for every sleepy teenager you know!

- **Build habits**

Intravenous drips are a regular activity in hospital ICUs. When they go wrong there are significant health complications that cost money and can cost lives.

Well trained doctors and nurses should know what to do and how to deal with any problems.

However...

...When a 5-part checklist was systemically implemented across a region's ICUs a transformation took place.

In 18 months £70m in savings were made, and by avoiding complications, 1500 lives saved! Because the checklist became a habit across the region, they saved money and saved lives.

- **Rally the herd**

A wise busker or waiter will seed their tips jar before the first punter shows up. They have rallied their herd.

You can use testimonial quotations and case studies to build social proof about your products – when you do you'll be rallying your herd.

What looks like a people problem is often a situation problem – shape the path.



2. Direct the **RIDER** – 3 Strategies

What looks like resistance is often a lack of clarity

- **Follow the bright spots**
- **Script the critical moves**
- **Point to the destination**

Jerry Sternin's primary strategy for change in Vietnam was to...

- **Follow the bright spots**

When Jerry arrived more than 65% of all children living in Vietnamese villages were malnourished.

Jerry started working with four communities with a population of 2,000 children under the age of three. Jerry invited the community to identify poor families who managed to avoid malnutrition despite all odds. They faced the same challenges and obstacles as their neighbours and were without access to any special resources.

These 'bright spot' families engaged in behaviours most families did not:

- Like most families they collected tiny shrimps and crabs from paddy fields. But they added them to their children's meals – the others believed they were inappropriate for young children
- They added sweet potato greens to their children's meals whereas the others didn't
- The 'bright spot' families were also feeding their children three to four times a day, rather than the customary twice a day (but similar amounts in total)

This initial pilot project resulted in the sustained rehabilitation of several hundred malnourished children.

The programme successfully reached 2.2 million people in 265 villages. Despite minimum staff, almost no budget, a ridiculous time scale and government resistance.

Look for YOUR bright spots! And...

- **Script the critical moves**

If you want people to reduce their fat intake you don't ask them to 'act healthier.' You say:

"Next time you're at Tesco or Sainsbury in the dairy aisle choose green or red milk not blue full-fat milk!"

People drink what's in the fridge.

This was tested in West Virginia in 2004 when low fat milk was 18% of sales before the campaign.

Immediately after the campaign low fat milk sales were 41%. 6 months later it settled at 35% of total milk sales.

Script your critical next step – make it simple, make it clear, make it a small step.

- **Point to the destination**

In 1989 BP's hit rate on drilling holes for oil was 2 in 9 holes.

By the year 2000 their hit rate had risen to an industry leading 2 in 3 holes – that's a lot of oil!

The change required to achieve this caused all sorts of internal challenges but at the core of the change was a **BLACK AND WHITE GOAL** "no dry holes". It removed all ambiguity from the analysis of possible holes. This black and white approach – no dry holes – enabled the cultural change and behaviour changes necessary throughout the company.



What are your black and white (no ambiguity) goals for the change you want?

3. Motivate the ELEPHANT – 3 Strategies

- **Find the feeling**
- **Shrink the change**
- **Grow your people**

When people try to change things, they're usually tinkering with habitual behaviours. Changing habits requires careful supervision and self-control by their rider. This is exhausting. For example...

In an experiment people were asked to restrain their emotions while watching a sad movie about sick animals. Afterwards, they exhibited less physical endurance than another group of people who had not restrained their emotions and let their tears flow freely.

Self control exhausts precisely the mental muscles needed to make a big change.

What looks like laziness is often exhaustion!

Managing the feelings, motivates the elephant!

Deloitte Consulting interviewed over 400 people in 130 companies in USA, Europe, South Africa and Australia to find out what makes for successful change...

"...behaviour change happens in highly successful situations mostly by speaking to people's feelings."

- **So find the feeling**

Imagine you work in a large multi-site manufacturing business. Your firm uses 454 different kinds of gloves across several sites. There are many examples of an identical pair of gloves being bought for £5 at one site and for £17 in another!

John Stegner suspected he could save his business £700million over 5 years by changing the buying processes across his firm. Getting his bosses buy-in was the challenge.

So John used the gloves as a story to prove how much could be changed. Instead of appealing to the obvious logic of this story John got 454 gloves piled up on the boardroom table with price tags.

This grabbed the directors' attention (yes it also changed the setting - he tweaked the environment) but he also appealed to the director's emotions because they could see and physically feel the gloves and the price differences.

Not surprisingly John got the remit from the directors to change the buying processes across the business.

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...in your business

- **Shrink the change**

Teach children to do the high jump and you don't set the bar at 2m! You set it at half a metre and they jump over it – they are 25% of the way to doing 2m. In a short time they are jumping a metre and they are half way there.

Getting to 2m now looks possible!

When you next introduce a new operational process to your team – show them they are already 25-30% of the way there and you'll have greater buy-in.

Do this and you'll have shrunk the change.

- **Grow your people**

A New Mexico hospital was experiencing industry average nurse turnover of more than 18%. Replacing nurses costs money, morale suffers, and patient care is put at risk.

Karen Davis a registered nurse and director of operations looked for the bright spots – why nurses stayed!

Nurses that stayed were fiercely loyal to the profession – their satisfaction was an identity thing!

They set about cultivating this identity – recognising extraordinary nursing performance – and they developed mentoring processes to improve nurses' knowledge and skills.

Result? Nursing satisfaction scores improved – nurse turnover decreased by 30%. Naturally patient satisfaction scores improved too.

If you don't grow your people you won't grow your business – grow your people and you'll get the change you seek.

The three surprises about change...

1. What looks like a people problem is often a situation problem – **so shape the path**
2. What looks like resistance is often a lack of clarity – **so direct the rider**
3. What looks like laziness is often exhaustion – **so motivate the elephant**

What's your scripted next step?

What do you want to change?

Choose the most appealing strategy you find here and test it now.

And get yourself a copy of SWITCH - it's jam-packed with examples to stimulate your thinking and direct your rider and elephant!

Go on then.



Your thoughts...

Your Actions (next steps)

1.

2.

3.