

Stand still and you lose, embrace change and your business wins...

Start by asking yourself:

When you're ready to change something in your business how supportive, encouraging and 'on board' are your people?

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- 1. The one 'Successful Change' question you must ask if you are serious about making change work for you and your business.**
- 2. Checklist** – 9 strategies and stories to shape the path, direct the rider and motivate the elephant.
- 3. Resources** – “How is that relevant to my business?” Resources to help you actually make a change in your own life/business or organisation.
- 4. The Book and other powerful resources** – Switch: How to change things when change is hard by Chip and Dan Heath. The book, a video and a workbook.
- 5. Change in action** – How does 'Slimming World' apply the pattern for successful change in 13000 groups across the UK.
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STOP thinking that a strong logical argument for the rider alone will result in successful change, it isn't enough.

START doing what you can to influence and motivate the emotional elephant in us all.

1. The 'Successful Change' question you must ask if you are serious about growing your business this year, next year and every year from now on...

When you're ready to change something in your business how supportive, encouraging and 'on board' are your people?

Where is the value in this question?

What level of support do you have from your people?

If your people are supportive - they are on your side - you want to know how to make change more successful and happen faster.

If your people aren't supportive - they are resistant - you want to know what to do to get them on board and make the change you want successful.

Either way the 3-part pattern (the path, the rider, and the elephant) can help you avoid the difficulties associated with change and help you succeed.

The checklist you'll find below can guide you through implementing change in a more successful, timely and rewarding way.

Warning: If you continue to manage change the way you've always managed change you'll always get the same resistance, the same difficulties and the same frustration. Successful change follows a 3-part pattern – the path, the rider and the elephant

Follow the checklist and stories in the next pages to discover the simple 3 step process that will lead you to successful change.

2. The 'Successful Change' checklist – see the following pages for stories and examples of how other organisations and individuals have put these 9 strategies to work - then work out how you can do the same.

A. Direct the RIDER – what looks like resistance is often a lack of clarity

- **Follow the bright spots** (understand how Jerry Sternin successfully changed the lives of 2.2 million in Vietnam on no budget)
- **Script the critical moves** (a simple instruction to people in supermarkets reduced the fat intake of an entire state)
- **Point to the destination** (the simple goal that more than doubled BP's oil well hit rate)

B. Motivate the ELEPHANT – what looks like laziness is often exhaustion

- **Find the feeling** (read how a pile of gloves at a board meeting saved a business £700 million)
- **Shrink the change** (the simple change of expectation that had kids jumping higher than they ever imagined possible)
- **Grow your people** (how identifying the source of satisfaction in a New Mexico hospital led to a 30% reduction of nurse turnover).

C. Shape the PATH – what looks like a people problem is often a situation problem

- **Tweak the environment** (read the clocky story)
- **Build habits** (read the ICU checklist story)
- **Rally the herd** (see what a smart busker does to make more cash)

Next steps – Use the stories on the following pages to 'hardwire' your understanding of the 3-part pattern for successful change.

A. Direct the RIDER

1. Follow the bright spots

“Investigate what’s working and clone it.” Chip & Dan Heath, SWITCH

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 among them who, although they faced the same challenges and obstacles as their neighbours and were without access to any special resources, managed to avoid malnutrition.

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 the same amount of food over four meals a day instead of the customary two.

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...

2. Script the critical moves

“Don’t think big picture, think in terms of specific behaviours.” Chip & Dan Heath, SWITCH

If you want people to reduce their fat intake you don’t ask them to ‘eat 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. And...

3. Point to the destination

“Change is easier when you know where you are heading and why it’s worth heading there.” Chip & Dan Heath, SWITCH

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.



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

What looks like resistance is often a lack of clarity – direct the rider!

B. Motivate the ELEPHANT

What looks like laziness is often exhaustion.

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, their conclusion...

“...behaviour change happens in highly successful situations mostly by speaking to people’s feelings.”

4. So find the feeling

“Knowing something isn’t enough, make people feel something.” Chip & Dan Heath, SWITCH

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 an emotive concrete message to prove how much could be changed. Instead of appealing to the obvious logic of his observations, 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.

5. Shrink the change

“Break down the change until it no longer ‘disturbs’ the Elephant. Bitesize achievable and repeatable tasks are less disturbing than the entire project.” Chip & Dan Heath, SWITCH

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.



6. Grow your people



“Cultivate a sense of identity and encourage the growth mind-set.” Chip & Dan Heath, SWITCH

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.



C. Shape the PATH

7. Tweak the environment

“When the situation changes, the behaviour changes. So change the situation.” Chip & Dan Heath, SWITCH

“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!

So I’m up already. I go and exercise and I get fit!”

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

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

8. Build Habits

“When behaviour is habitual, it is ‘free’ – it doesn’t challenge the Rider. Look for ways to encourage habits” Chip & Dan Heath, SWITCH

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.

Create and embed new habits that will facilitate the change and you will be helping your people to change too. And....



9. Rally the herd

“Behaviour is contagious – help it spread. Make it easy for them to follow suit.” Chip & Dan Heath, SWITCH



A wise busker or waiter will seed their tips jar before the first punter shows up. By putting coins and notes in their pot to show that others have already given, they have rallied their herd.

A perfect example of this are the reviews you read on any ecommerce site or on Trip Advisor. Other people have already done what you are considering and they are reassuring you to go ahead and do the same. You are being lured into 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!

Find out on the next page how 'Slimming World' apply the 3-part pattern for successful change and help thousands of people to lead healthier happier lives.

3. Change in action - How does 'Slimming World' apply the 3-part pattern for successful change?

Habits are hard to break, in fact we can't ever break them but we can make new habits, new habits that act to override the old 'bad' habits.

At Slimming World groups across the country every day you will see these same steps for successful change being put into action to help thousands of people change what must be one of the hardest habits of all – their eating and exercise habits.

Using a system called 'Image Therapy' which is a mixture of exercise, dietary guidance and group support the Slimming World model follows its own version of DIRECT the rider, MOTIVATE the elephant and SHAPE the path.

The routine of every group is the same, after the 'weigh-in' the leader talks to the group as a whole and then each person individually.

A. Direct the RIDER

Follow the bright spots: the Slimming World leader is following the bright spots when they ask 'who has been pleased or proud of the result they've had this week'. It's always followed up with the question 'what did you do to achieve that result'. Just like Jerry Sternin did in Vietnam they find what's working and seek to clone it.

Script the critical moves: so when the leader of the group asks what are the challenges someone is facing in the coming week and asks other members of the group how they have overcome those same challenges, the leader is scripting the critical moves. Giving the member a clear step by step series of behaviours that will enable them to navigate through the week successfully.

Point to the destination: by setting a weight loss goal for each week the leader is pointing to the destination. To say "lose 3 stone by Christmas" when it is July is a difficult destination to envisage. However by focusing on a weight loss of 1 or 2 pounds a week the destination "2lb loss next week" becomes believable and achievable. Similarly a goal to not lose weight at all, rather to "not put any weight on" because you are attending several meals out is also a destination. It enables the member to script their own critical moves to reach that destination.

B. Motivate the ELEPHANT

Find the feeling: every member of slimming world knows that if they improved or modified their eating habits they would lose weight – their logical rider tells them so. But knowing isn't enough! During the Slimming World Image Therapy session the leader will pick out successful members and ask them what's been the best thing about losing weight for them. Often it's being able to come off medication that they thought they'd be on for life, play with their kids in the park, do more activities as a family or just go out and feel confident. These stories evoke empathy, sympathy and happiness in the other group members and therefore find the feeling.

Shrink the change: by setting mini goals each week (a pound or two or none at all) the change or total challenge no longer feels so overwhelming. “What have I got to do to lose a pound in the next week?” feels a lot more achievable than “I need to lose 3 stone in 6 months!”

Grow your people: by allowing people to share their experiences in the Image Therapy group, Slimming World are cultivating a sense of identity. The members may be of all ages, men, women or of different cultural backgrounds but they share a common goal - it is the same for everyone.

C. Shape the PATH

Tweak the environment: a group member may have noticed that they have a particularly vulnerable time of the day when their good eating intentions often get derailed. Perhaps when they are hungry straight after getting in from work but dinner is an hour away or they've skipped breakfast because of an early meeting. The leader will ask them how they can guard against these difficult moments. It could be having some pre-chopped fruit in the fridge or moving the biscuit tin from easy reach. The leader is proposing the member tweaks the environment to support the change.

Build habits: the habitual nature of eating and exercise needs to feel 'free' for it to be sustained. So there are shopping habits, snacking habits, and exercise habits that all must be built and repeated. Slimming world use an exercise program they call 'Body Magic' which is focused purely on 'moving more' and 'more often'. The focus is not on distance or speed it is on the engagement with an activity for a certain length of time for a number of times a week over a number of weeks. The reward is the habit creation.

For some members it can be as simple as leaving the car half a mile from work and walking the last half mile, or having a conversation with their boss at work so that they can arrive 15 minutes later to work and walk their kids to school.

Rally the herd: by being part of the Slimming World Image Therapy group the leader is rallying the herd. The members are part of a much bigger thing and the positive support that members receive from the group creates a good feeling about their weight loss and gives them a sense of identity.

There is a sign at the scales of some Slimming World groups:

***'If you've had a gain this week,
you need the group. If you've had
a loss this week, the group needs
you!'***

Use the group exercise on the next page to help others 'get' successful change.

4. GROUP EXERCISE (including guidance notes for facilitator)

Question : How do you get a group of people to deeply think and act on the successful change pattern that is the rider, the elephant and the path?

Getting a group to look at the **opposite** behaviour can profoundly change their thinking about managing and implementing successful change.

In your presentation, share the stories listed in the sections above, then get in pairs, trios or groups of four to quickly work out the **opposite** strategy to the one that worked. Then engage in discussion, comment and debate. The goal is to get people to consider options and reject or accept some/all of the 3-part change pattern.

Suggest each group chooses one of the three from each section below – or you choose the segment you feel most comfortable debating. Keeping it down to three pieces keeps the time under control and doesn't wear out you or your audience.

A. Direct the RIDER

Follow the bright spots: When Jerry Sternin was in Vietnam he looked for the bright spots. If Jerry went looking for the opposite of the bright spots what would he have found and how would that get other people on board with the change needed in a successful way?

GUIDANCE FOR FACILITATOR: Since when did catching people doing things wrong get them to change their behaviour? Catching a baby doing it wrong when they learn to walk prevents them learning to walk as well or as fast. Encouragement is the way. The same process applies to training orcas and dolphins to jump hoops, telling them off, catching them doing it wrong fails miserably.

Script the critical moves: In an effort to encourage people to reduce their fat intake, people were told to 'buy' red or green top milk when shopping because people will drink what's in their fridge. What's the polar opposite to the scripted move 'buy red milk'? What chance does it have of working?

GUIDANCE FOR FACILITATOR: This can be seen as a setting or environment change for the fridge but discuss that it also may happen because the change is managing an earlier scripted step? Trying to manage what milk is drunk when it's already in the fridge is pointless isn't it? NB Works better if you have an example of three types of milk with you. (emotive connection).

Point to the destination: BP used the concept of 'no dry holes' as their black and white, crystal clear destination. How would you describe the opposite of 'no dry holes' for their organisation? Focusing on this destination would have what impact on their business?

GUIDANCE FOR FACILITATOR: What's the opposite of a crystal clear football net in a football match? Like playing football in thick fog? Or putting a blanket over the end of a ten-pin bowling alley when you're trying to hit the pins?

B. Motivate the ELEPHANT

Find the feeling: In the story about Jon Stegner, he used the ‘gloves roadshow’ to invoke some reaction and emotion to rationalising their buying procedures across different buying sites. What logical argument would have been the polar opposite of using the mountain of gloves? How would this have worked compared to the glove mountain?

GUIDANCE FOR FACILITATOR: Chip and Dan Heath wrote another brilliant book called ‘Made To Stick’ about marketing messages that stick (work). One characteristic of this book was to make your message concrete – like the mountain of gloves is concrete, tangible, explicit. What’s the opposite of concrete, tangible and explicit and how can you use this to influence people’s buy-in to change? Are vague, implied, esoteric messages going to work?

Shrink the change: At slimming world a weekly, mini, weight-loss goal is set by every member. What would happen to the resolve of the Slimming World members if they didn’t break down the long-term goal? What happens if they only talk about the main, long-term weight loss goal and compare weekly performance against the big goal?

GUIDANCE FOR FACILITATOR: If Leicester City football club had focused on winning the Premiership rather than winning each match as it comes what would have happened? Would they have won the Premier League?. Play one game a week or day.

Grow your people: Jerry Sternin cultivated a sense of identity with his families through cooking groups. How would the situation in Vietnam and the malnourished children have looked if he hadn’t endeavoured to grow the people? The nurses in Mexico became more committed, more loyal when they received training time and investment. What’s the opposite of investing in your people? How will this help you or hinder your change efforts?

GUIDANCE FOR FACILITATOR: In sport no training generally results in no winning. Why would it be any different in business?

C. Shape the PATH

Tweak the environment: Setting your alarm clock to wake you in the morning and having it move across the room from you will change your environment – it will make you get up to switch it off and then you won’t go back to bed. What would the opposite of this be? What would happen?

GUIDANCE FOR FACILITATOR: Why not spend the £30 on Clocky and demonstrate the environment change as it shoots off a table in the audience? You can also find alarm clocks that take-off and fly when they go off!!!

Build habits: When a 5-part checklist was systemically implemented across a region’s ICUs a life-saving and money-saving transformation took place. What happens to businesses if and when you remove all checklists? What happens to flight safety? What happens to on-time delivery at FedEx?

GUIDANCE FOR FACILITATOR: The adage “old habits never die” is wrong. All the science and research into habits proves that “old habits never die”. Like riding a bike or



Successful Change

Support tools and resources

driving a car, once learned are never forgotten. What happens when you avoid the hard work of habit change? Everyone resorts back to doing what they've always done.

Rally the herd: 'Seeding' a tip jar is a great way to encourage more people to tip the waiter or the busker. What would be the opposite of seeding the tip jar – no tips or no jar even? How will this help or hinder your efforts at change?

GUIDANCE FOR FACILITATOR: Social proof is another way of describing this. Why do businesses, films, restaurants, holidays, Amazon use reviews and star-ratings? To rally the herd. How do you do this when working towards successful change?

Conclusion:

Finish the group exercise with the question: "What stood out as the most powerful, valuable, useful insight from this exercise?"

Then capture the answers before you wrap up your exercise or presentation.

Let us know how it goes when you do won't you?

5. The Book and other powerful resources:

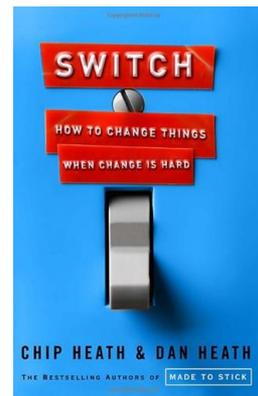
‘SWITCH How to change things when change is hard’

Chip & Dan Heath

We love this brilliant book. In it the Heath brothers delve deep inside the human psyche to explain why our desire to improve things is undermined by the scepticism of others and by our own caution and fear. It has case studies and stories that report extraordinary results whether it’s just the behaviour of an individual teenager at school to those of an entire nation.

If you are faced with any of the following challenges:

- ✓ I want to change my boss’s mind but he won’t listen
- ✓ I want to change the way we operate around here, but there are too many obstacles
- ✓ I want to make some changes in my life, but I’m scared they might not work out



We strongly urge you to read this book from cover to cover and then check out their online resources. You won’t regret it!

The Heath brothers have also produced a brilliant 8-page workbook which is a freely available resource.

Go to <http://heathbrothers.com/resources/overview> and you can opt in to get their workbook download SWITCH - Your Organisation

And why not take a look at the quirky animation video that explains SWITCH in a nutshell.

The video about SWITCH - watch this animation in action video if you are a business leader who wants to change your own or other people’s behaviours

Click on the image below and enjoy 7 minutes of entertaining and enlightening insights into the steps you must take in order to make a successful change.



6. Appendix

Here's a mind map that with the help of SWITCH will guide you through the process of Successful Change.

