Making Change Happen -
A 10-PIECE TOOL BOX

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Based on ideas from Awaken the Giant Within, Tony Robbins.
A Process Group audio cassette is available of this presentation.

Definition of Terms

SEPG or Change Agent
Customer (Manager or Engineer)
The Selling Aspect of Getting People to Change

- What did the sales person do in your best sales experience?

Individuals Want to be Understood First and Then Have Their Problems Solved

“And I say you can afford it!”
How to Use *Understood First, Problem Solved*

- **Forget** what you are selling
- **Understand** what the customer wants in his/her terms
  - Problems and goals
- Determine the **match** with what you have and what the customer wants
- **Solve** the customer’s problem
  - may be a standard or customized solution

**Become PROBLEM not PROCESS DOCUMENTATION centric**

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**People Only Behave to Gain Pleasure and Avoid Pain**

**Examples:**
- “The first and second donuts were great, the third was awful.”
- “If I plan, I wouldn’t be able to code and I may miss the deadline.”
How to Use *Pain and Pleasure*

- Understand the customer’s current pain and pleasure
  - problem = pain
  - goal = pleasure
- Focus the customer on current and future pain / pleasure
  - Over 5 years, what would the impact be of overcommitting the software organization?
  - How could this idea help you long-term?

![Diagram showing pain and pleasure scales](image)

**Tool 2**

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If There is a Big Enough WHY, People Will Decide to Change in a Heart Beat

*Boom!*

I guess I will get focussed now!

![Pain and Pleasure](image)

**Tool 3**
How to Use the Big WHY

• Help the customer clearly state his/her goals or problems
  – e.g., What are the most important goals and problems for this project?

• If you are promoting an idea as an SEPG:
  – Ask WHY (<idea>) to elicit a more compelling reason
  – e.g., WHY (level 2) may give:
    » Meet schedules, less rework, more sanity, happier customers

• Make the compelling reason the goal, not the process idea
  – e.g., goal: low maintenance OR formal inspection?

  If the reason is not compelling enough, action will probably not be taken!

Motivation Requires Leverage
(SOME IDENTIFIED PAIN, OR MISSING PLEASURE, ASSOCIATED WITH THE CURRENT BEHAVIOR)

“I’ll do this peer review stuff if it can help me make tomorrow’s demonstration for the CEO”

Unless you find that area of leverage (pain or pleasure), the change may never happen
Events Lead to Beliefs (THINGS WE FEEL CERTAIN ABOUT). Beliefs Combined With Values (WHAT IS IMPORTANT) Lead to Behaviors.

Beliefs
- Reviews grade the author

Values
- Deadline
- Ego
- Respect

Event or Information
- Bad code review

Behavior
- Never attend another code review

How to Use Events, Beliefs and Values

- Understand customer’s values
  - What is most important to you?
  - What is most important to you about planning?

- Understand beliefs
  - What have you heard about code reviews?
  - What have your experiences been with process improvement?

- Use discussion, new information and events to help correct any inaccurate beliefs
  - For example:
    - ensure that the trial of a new idea is successful
    - use testimonials
Understand the Benefit of the Current Behavior. The New Behavior Must Give Them at Least the Benefit of the Old.

Example:

- Quarterly product releases:
  - Keeps customers happy
  - Helps keep team focussed
  - Generates constant revenue

- Semi-annual releases may also:
  - Keeps customers happy
  - Helps keep team focussed
  - Generates constant revenue

People are Always Looking for a Better Emotional State. Ask What That is and Aim for it.

Example States

- Volvo = Safety
- Porsche = Excitement
- Nordstrom = Pampered
- Planning = Feeling Organized
- Quality = Pride
- Inspection = Pride
- SEPG = Focussed
- New Tool = Productive
How To Use Desired State

1: Ask the customer about his/her:
   – Problems
   – Goals

2: Desired state =
   What is important about:
   – Problems
   – Goals

3: Listen for words that convey emotional state
   – I want to feel: productive, listened to, free, clear, effective

4: Help the customer experience that state when trying the idea

Information x Focus = Current Reality*
How to Use *Information x Focus*

Ask better questions to get better information and a better focus

Examples:
- Where did the deadline come from?
- Is it accurate?
- What do the customers really need by the deadline?
- Can they accept a slip?
- Would adding people help?
- How good does the product have to be?

**Reinforcement (REWARD) will Condition a New Behavior Long-term. The Reward Must be Timely and Meaningful.**

- Meaningful: *valuable* to the person or group getting the reward
- Timely: as soon as possible after the event
- Reward system needs to be flexible to be effective (aligned with individuals’ values, problems, goals)

Examples:
- Audience feedback
- Visibility
- Recognition
- Increased demand
- Money
- Free time
Any Process (INCLUDING LEARNING) can be Accelerated by Modeling Someone Who Can do it Already

- The hardest way to do anything is by trial and error
  - Reserve trial and error for refining a good idea
- Everything you want has probably been achieved by someone else in some form

How to Use Modeling

Examples
- Consulting skills - Verginia Satir marriage therapy
- Risk management - Barry Boehm risk research
- Software development - CMM, Microsoft, Space Shuttle
- Customer service - Sewell Village Cadillac, Dallas
**References**