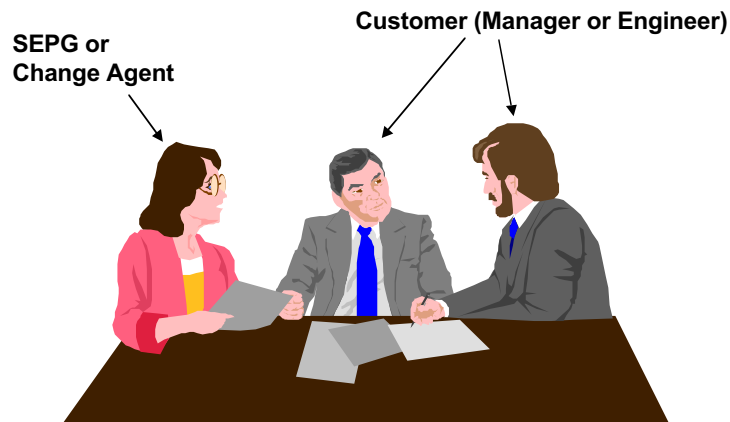


## Making Change Happen - A 10-PIECE TOOL BOX

The Process Group  
P.O. Box 700012 • Dallas, TX 75370-0012  
Tel. 972-418-9541 • Fax. 972-618-6283  
E-mail: help@processgroup.com

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

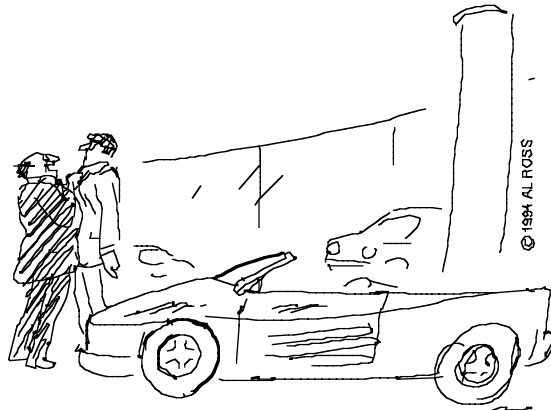
## Definition of Terms



## The Selling Aspect of Getting People to Change

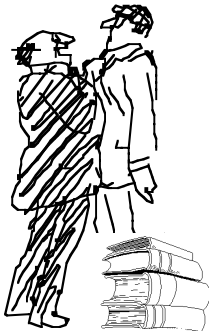
- What did the sales person do in your best sales experience?

## 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*

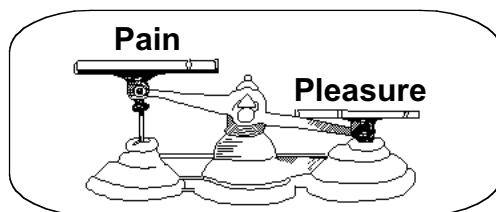


PROCESS

- **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**

## People Only Behave to Gain Pleasure and Avoid Pain

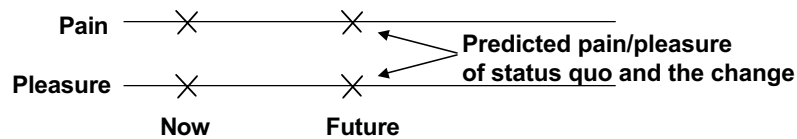


### Examples:

- “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?



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



## 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.**



**Event or Information**  
Bad code review

+

**Beliefs**  
Reviews grade the author

**Values**  
•Deadline  
•Ego  
•Respect

=

**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**



Excitement



Security

## How To Use *Desired State*

**1: Ask the customer about his/her:**

- Problems
- Goals

**2: Desired state =**

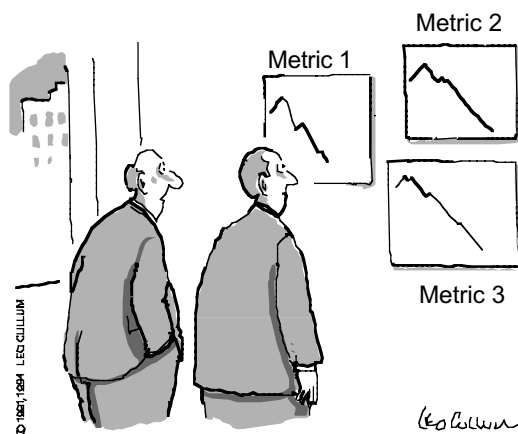
What is important about: - Problems  
- Goals

**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\*



[\*Tony Robbins]



## 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 | • Increased demand |
| • Visibility        | • Money            |
| • Recognition       | • 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 - Virginia Satir marriage therapy
- Risk management - Barry Boehm risk research
- Software development - CMM, Microsoft, Space Shuttle
- Customer service - Sewell Village Cadillac, Dallas

1. Robbins, A., *Awaken the Giant Within*, 1991, Summit Books, ISBN 0-671-72734-6.
2. Covey, S., *The 7 Habits of Highly Effective People*, 1989, Simon & Schuster, ISBN 0-671-70863-5.
3. Block, P., *Flawless Consulting*, 1981, Pfeiffer & Company, ISBN 0-89384-052-1.
4. Satir, V. *Peoplemaking*, Science and Behavior Books, 1972
5. Sewell, C., *Customers for Life*, 1990, Pocket Books, Simon & Schuster, ISBN 0-671-74795-9
6. Paulk, M.C., Curtis, B., Chrissis, M.B., "Capability Maturity Model for Software," SEI Technical Report CMU/SEI-93-TR-025, Software Engineering Institute, Carnegie Mellon University, February 1993.
7. Boehm, Barry W., Tutorial: "Software Risk Management", IEEE Computer Society Press, 1989.