

Motivating the Elephant

A Human-Centered Approach to Change

April 19, 2024

Project **T**ransformation
By
Design



SWITCH FRAMEWORK

Three surprising things about change:

1. What looks like resistance is often a lack of clarity.
2. What looks like laziness is often exhaustion of self-control.
3. What looks like a people problem is often a situation problem.



1. Direct the Rider (Rational System)
2. Motivate the Elephant (Emotional System)
3. Shape the Path (Situation, Environment)

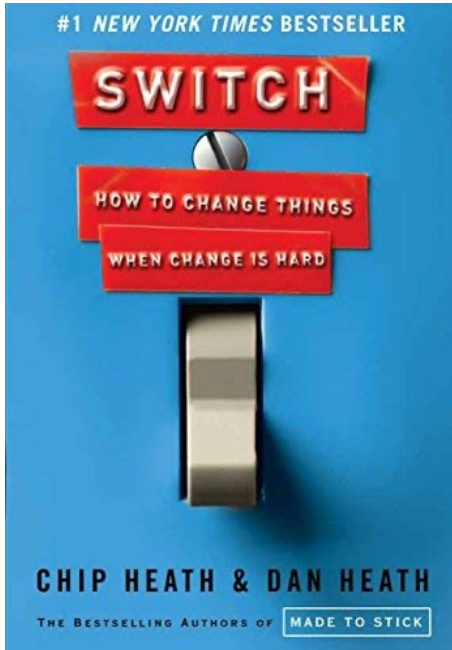
SWITCH FRAMEWORK

Strengths and Weaknesses



	Rider	Elephant
Strengths	Ability to plan, to think long-term, to think beyond the moment	Emotion (love, compassion, pride, anger, fear, etc.)
Weaknesses	Overthinks, overanalyzes; spins his wheels	Lazy and skittish; looks for the quick payoff; driven by instant gratification

SWITCH: MOTIVATE THE ELEPHANT



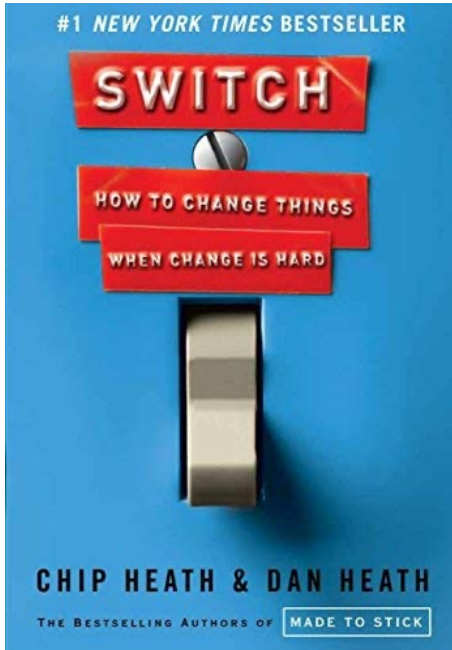
“In highly successful change efforts, people find ways to help others see the problems or solutions in ways that influence **emotions**, not just thoughts.”

- The Heart of Change (John Kotter and Dan Cohen)

Analyze – Think – Change

- Small change
- Low level of uncertainty
- Low risk

SWITCH: MOTIVATE THE ELEPHANT



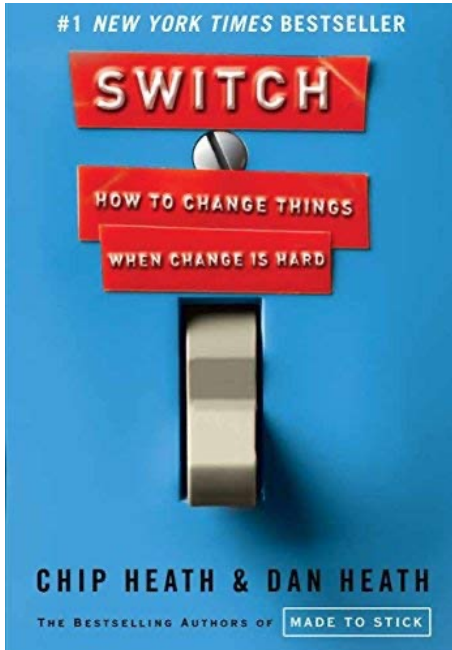
“In highly successful change efforts, people find ways to help others see the problems or solutions in ways that influence **emotions**, not just thoughts.”

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See – Feel – Change

- Big change
- High level of uncertainty
- High risk

SWITCH: MOTIVATE THE ELEPHANT



1. Find the Feeling

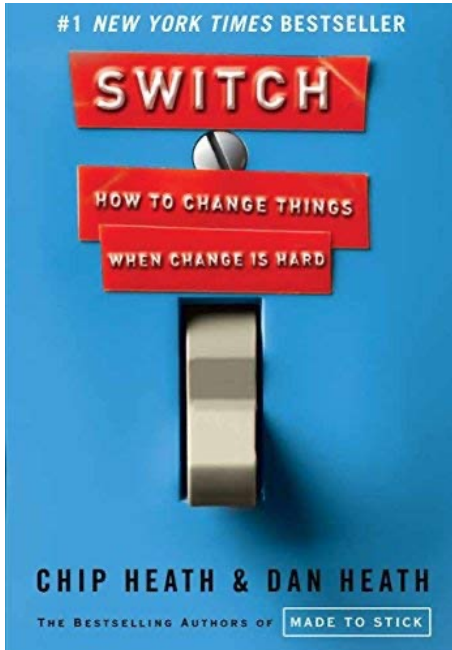
Knowing something isn't enough to cause change.
Make people feel something.

A large conference room with a long wooden table. The table is covered with hundreds of pairs of work gloves in various colors and styles. The room has large windows with blinds and several leather chairs around the table.

Help people stumble upon the truth.



SWITCH: MOTIVATE THE ELEPHANT



- 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.

Everclean Car Wash



★	★			

Buy 10 car washes and your next one is free!

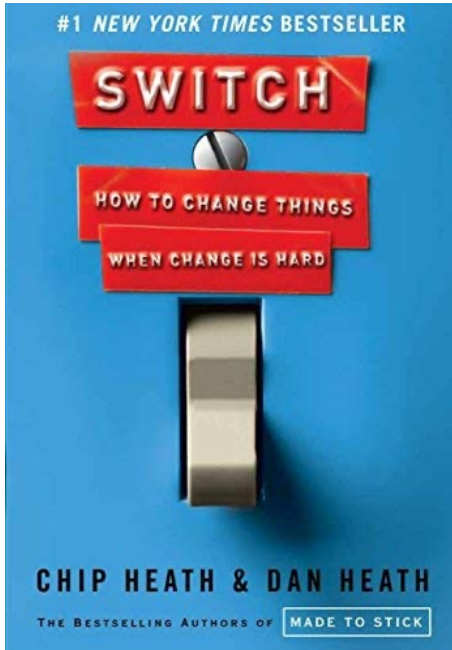
Room Rescue



When milestones seem too distant, look for inch pebbles.



SWITCH: MOTIVATE THE ELEPHANT



- 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 a growth mindset.



TWO MODELS OF DECISION-MAKING

1

Consequences Model

2

Identity Model

- Who am I?
- What kind of situation is this?
- What would someone like me do in this situation?

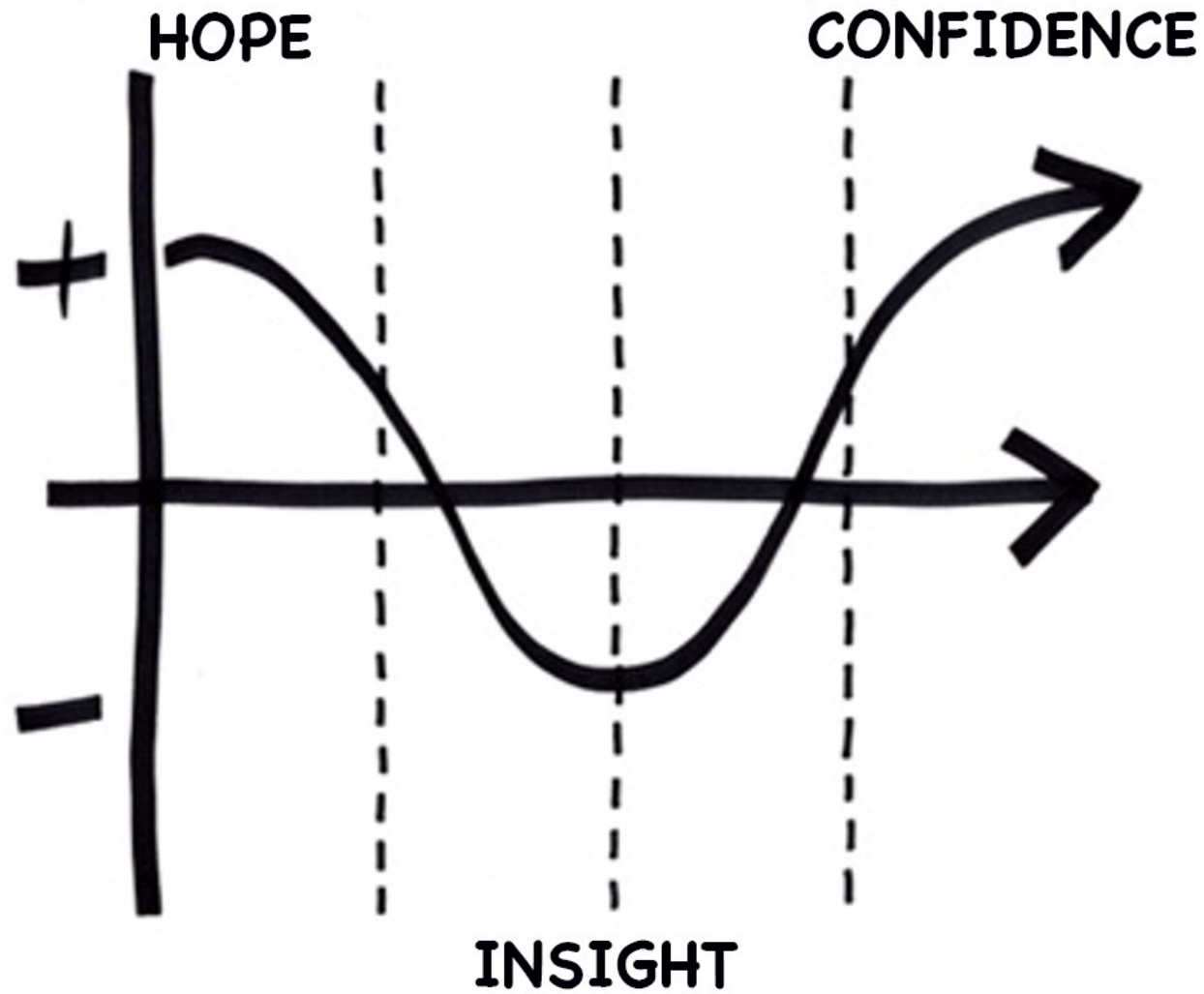
TYPES OF IDENTITIES

Born With



Adopted

CHANGE INVOLVES FAILURE



Fear of failure
spooks the Elephant



FIXED MINDSET VS GROWTH MINDSET

Fixed

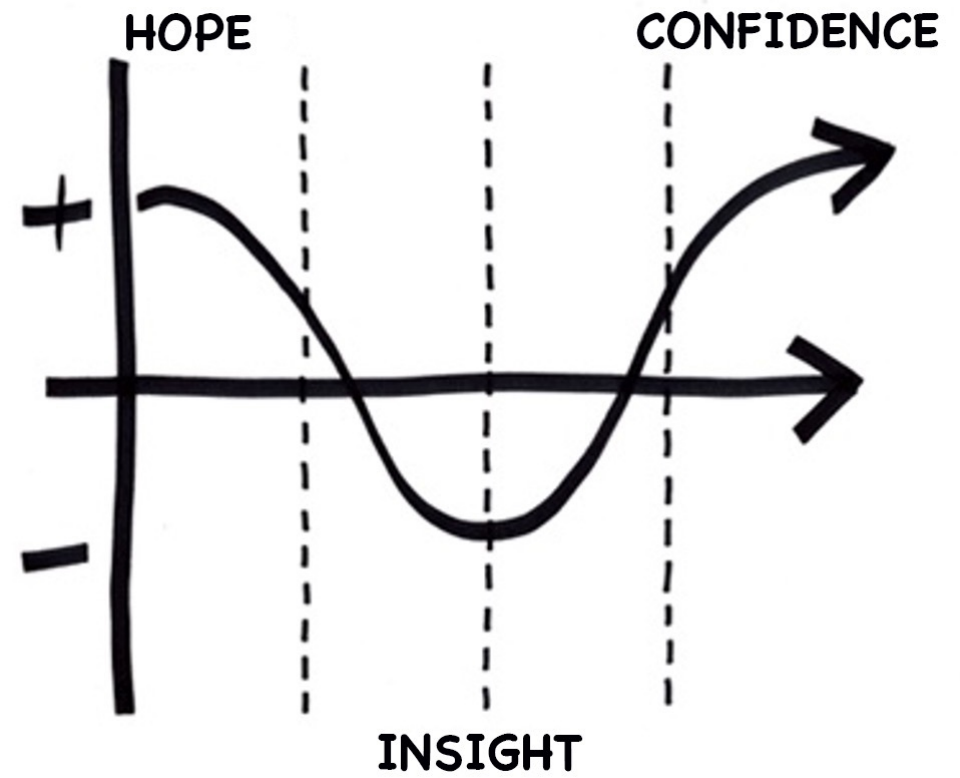
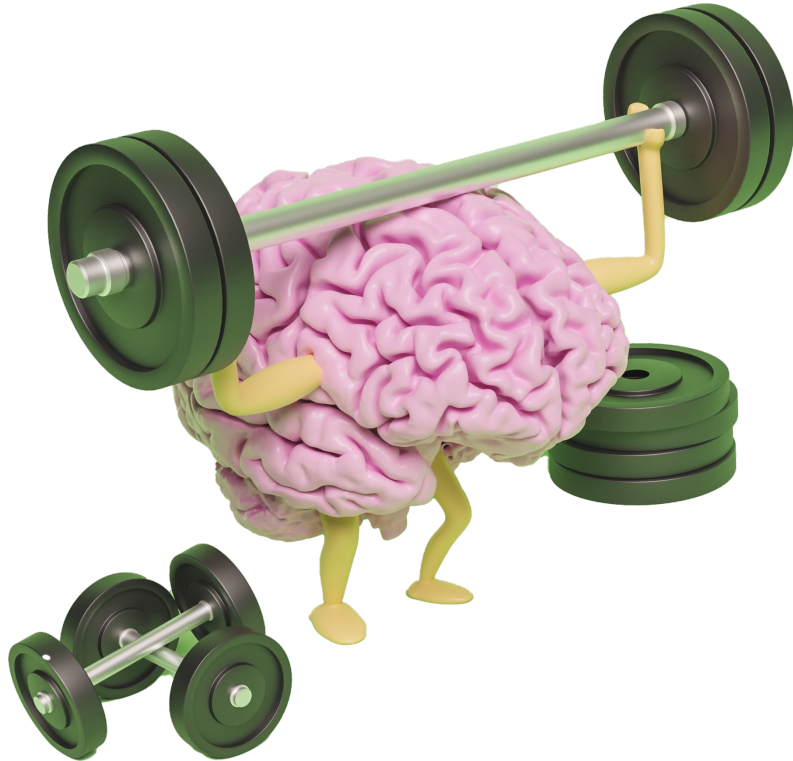
Belief that abilities
are basically static



Growth

Belief that abilities
are like muscles

GROWTH MINDSET IS CRITICAL



I DIDNT REALIZE I WAS
SUPPOSED TO KNOW HOW
TO DO EVERYTHING BY
MY SECOND RODEO

SEEMS LIKE A VERY LOW
AMOUNT OF RODEOS

WHAT'S NEXT

Project **T**ransformation
By
Design

Shape the Path

A Human-Centered Approach to Change

Friday, May 17th

8:30 AM – 9:30 AM

Kingsmen Software @ Camp North End

fasterglass.com/project-tbd

FALL DATES

Friday, Sep. 20th

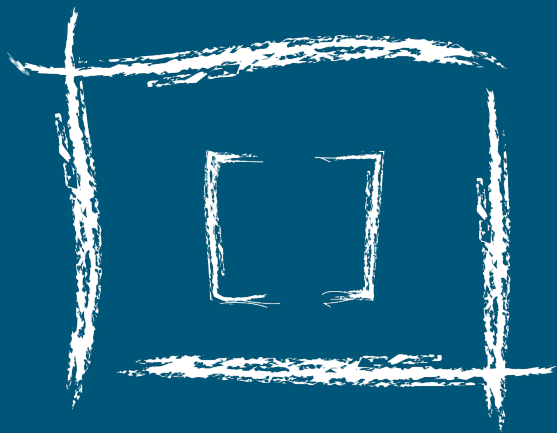
Friday, Oct. 18th

Friday, Nov. 15th

Friday, Dec. 13th

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By
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Faster Glass

imagine better • innovate faster



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