

# Up Your Game!



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For several months we have been exploring.....

Let's Change  
How We Think  
About Change



Part 5: Review, case studies and  
wrap-up





Being a change leader means.....



- You are focused on the people
- You direct the rider, motivate the elephant, shape the path
- You understand that chaos is not failure



## (1) You are focused on the people

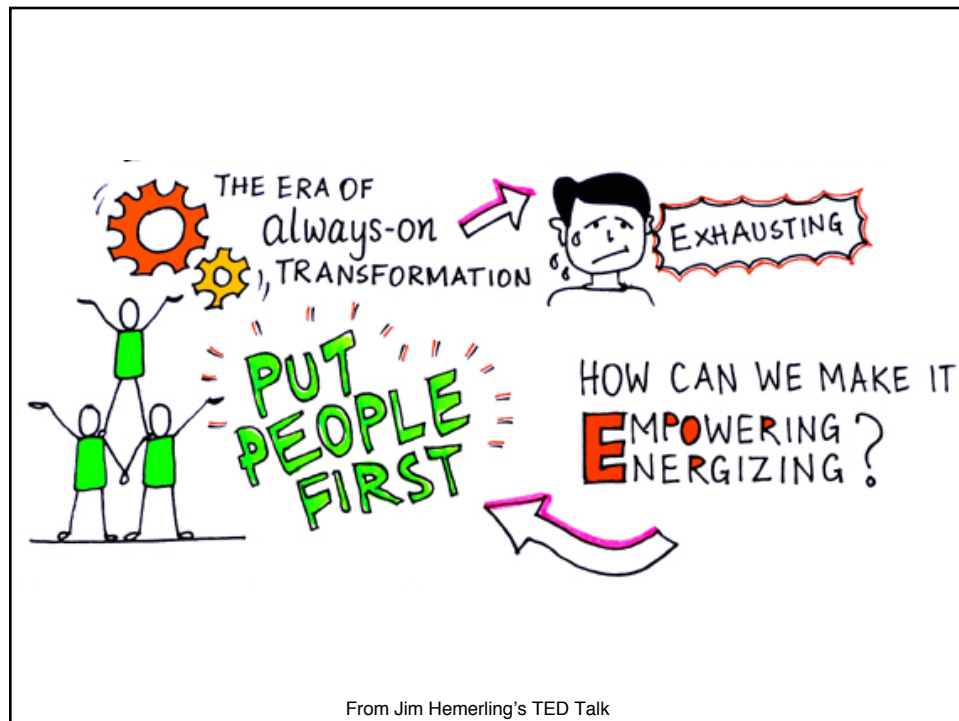



## Qualities of a people-focused leader



- Encourage, appreciate and forgive
- Listen and understand
- Great leader - focus on results, or people?  
60,000 employees surveyed
- Rate your leader – goal focus vs social skills  
< 1% rated high on both
- Neural seesaw
- Empathy and perspective

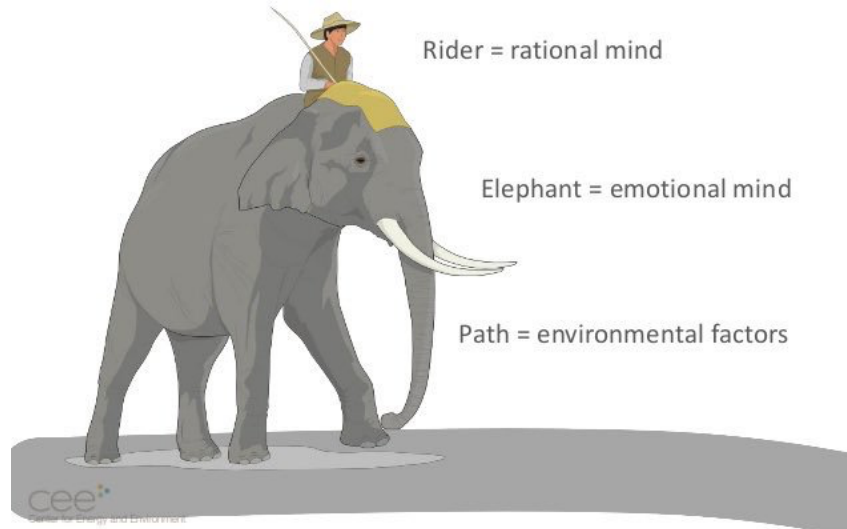




(2) You direct the rider, motivate the elephant,   
shape the path



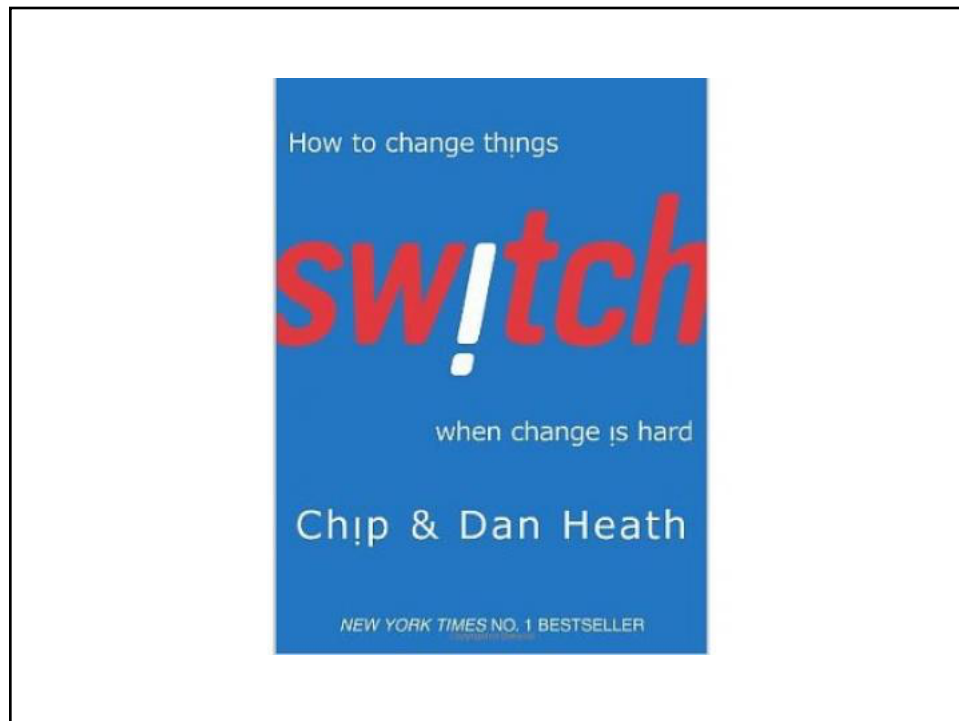
## The elephant metaphor



From The Happiness Hypothesis by Jonathan Haidt

## The elephant metaphor





Examples: Rider / Elephant / Path



- Script the critical moves



## Decision paralysis



**MyPyramid.gov**  
STEPS TO A HEALTHIER YOU

## Rider / Elephant / Path



- Script the critical moves
- Point to the destination





*Wish you were here!*

Change is easier \_\_\_\_\_  
when you know where  
you are going and why  
it is worth it \_\_\_\_\_



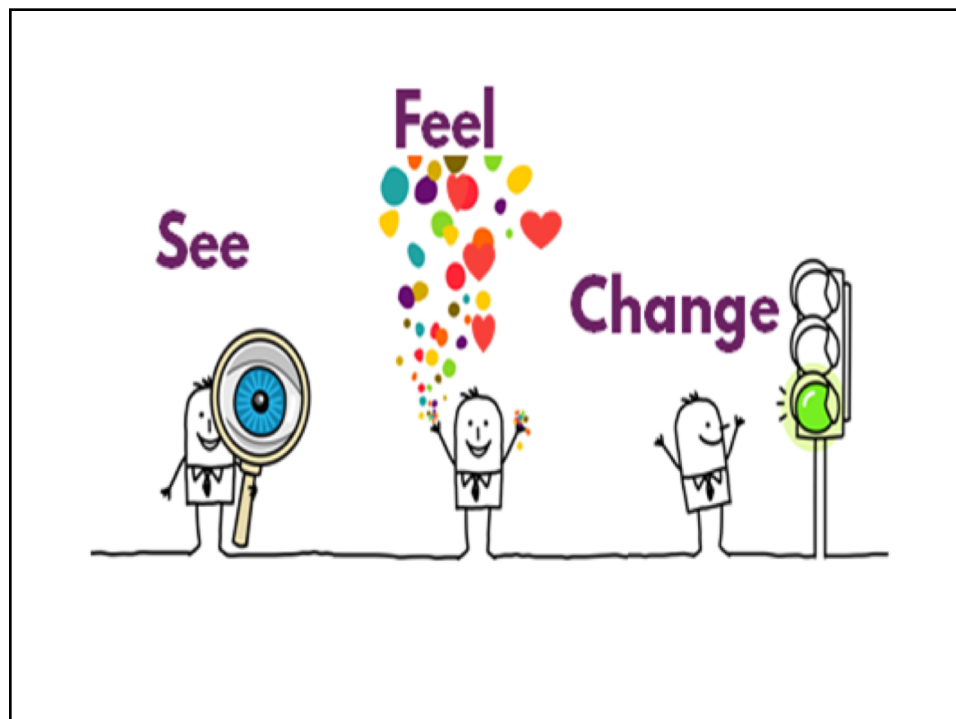
### Destination postcards:

Shows the Rider where you are headed and the Elephant why the journey is worthwhile

## Rider / Elephant / Path



- Script the critical moves
- Point to the destination
- Find the feeling



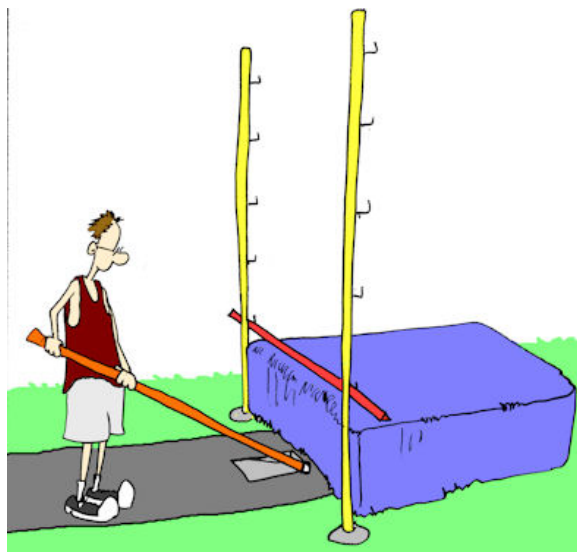
## Rider / Elephant / Path



- Script the critical moves
- Point to the destination
- Find the feeling
- Shrink the change



## Shrink the change: Lowering the bar



## Rider / Elephant / Path



- Script the critical moves
- Point to the destination
- Find the feeling
- Shrink the change
- Tweak the environment



What looks like a people problem is often a situation problem



## Rider / Elephant / Path



- Script the critical moves
- Point to the destination
- Find the feeling
- Shrink the change
- Tweak the environment



## Being a change leader means.....



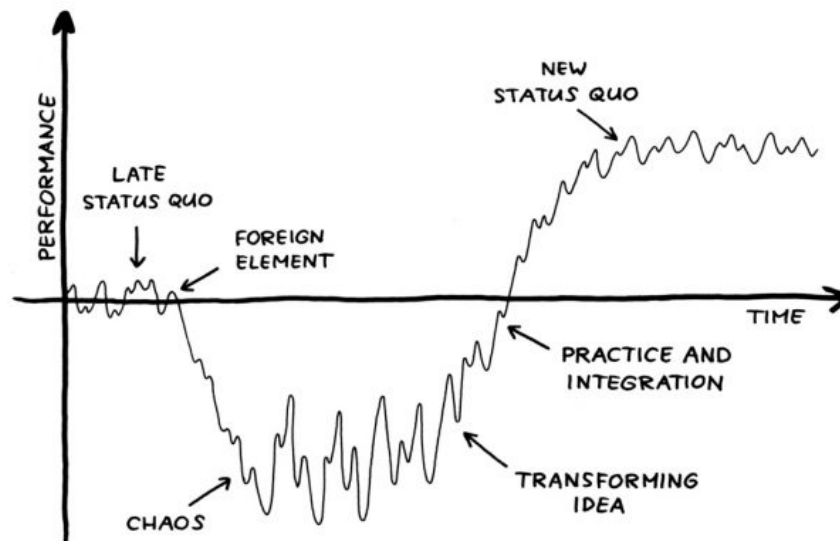
- You are focused on the people
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(3) You understand that chaos is not failure



Satir change model



Case Study #1: Getting people to file their expense reports on time



Case Study #2: How can you make developers care about the end user?



## Rider / Elephant / Path



- Script the critical moves
- Point to the destination
- Find the feeling
- Shrink the change
- Tweak the environment



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