

# Up Your Game!



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Our topic for the next few months.....

# Let's Change How We Think About Change



Part 3: You direct the rider,  
motivate the elephant,  
shape the path



*Empower  
People*

*Inspire  
People*

*Leadership*

*Lead  
Change*

*Shared  
Vision*



# Being a change leader means.....

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





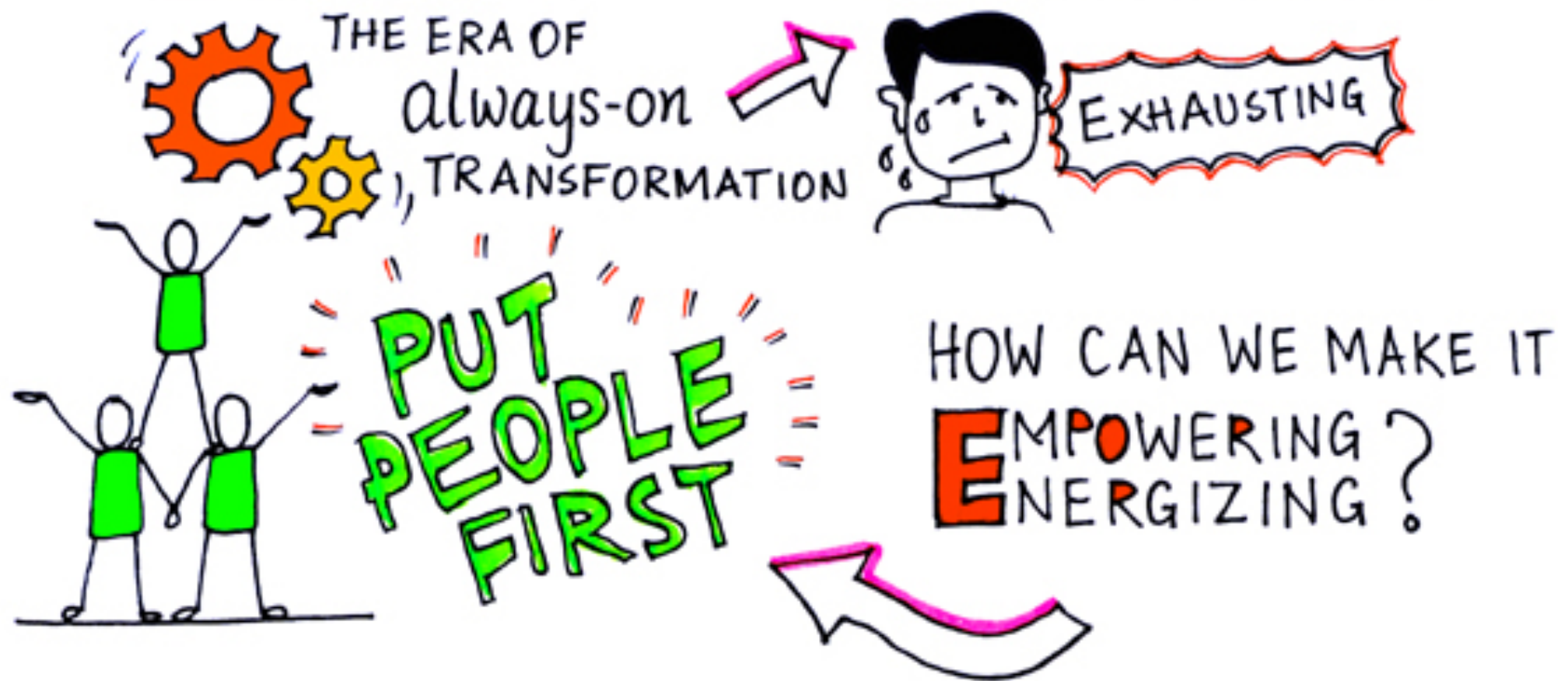


# Qualities of a people-focused leader

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- 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





From Jim Hemerling's TED Talk

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

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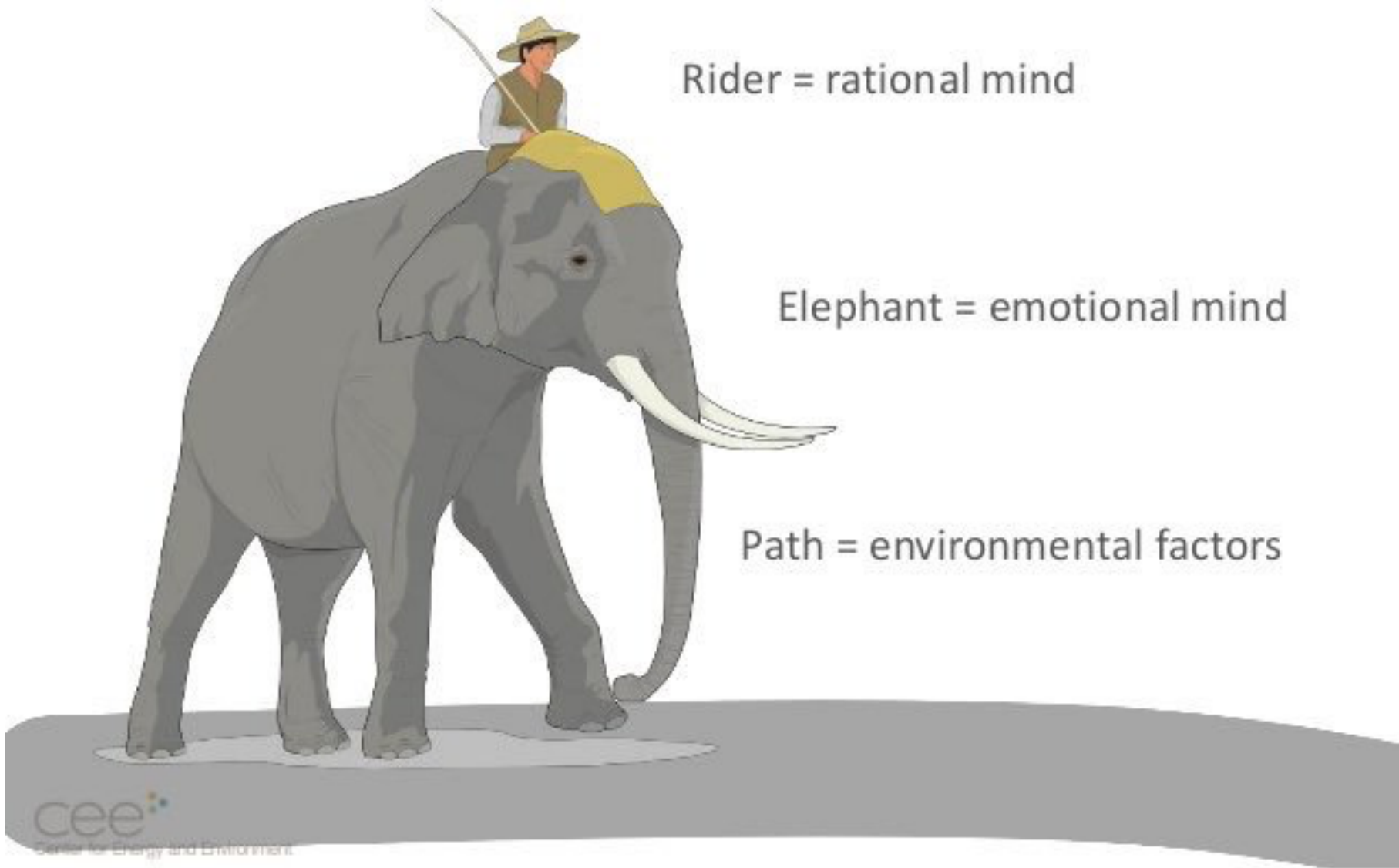
# The elephant metaphor



Rider = rational mind

Elephant = emotional mind

Path = environmental factors



From The Happiness Hypothesis by Jonathan Haidt



# The elephant metaphor



Direct the Rider

Motivate the Elephant

Shape the Path



How to change things

# switch

when change is hard

Chip & Dan Heath

NEW YORK TIMES NO. 1 BESTSELLER



# Examples: Rider / Elephant / Path

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- Script the critical moves



# Decision paralysis

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# A Guide to Daily Food Choices

Fats, Oils, & Sweets  
**USE SPARINGLY**

## KEY

■ Fat (naturally occurring and added)

■ Sugars (added)

These symbols show fat and added sugars in foods.

Milk, Yogurt, & Cheese Group  
**2-3 SERVINGS**

Meat, Poultry, Fish, Dry Beans, Eggs, & Nuts Group  
**2-3 SERVINGS**

Vegetable Group  
**3-5 SERVINGS**

Fruit Group  
**2-4 SERVINGS**

Bread, Cereal, Rice, & Pasta Group  
**6-11 SERVINGS**

SOURCE: U.S. Department of Agriculture/U.S. Department of Health and Human Services.



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

# Rider / Elephant / Path

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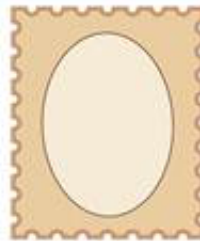
- Script the critical moves
- Point to the destination







*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

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



See

Feel

Change



# The Glove Story

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See

Feel

Change



# Rider / Elephant / Path

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



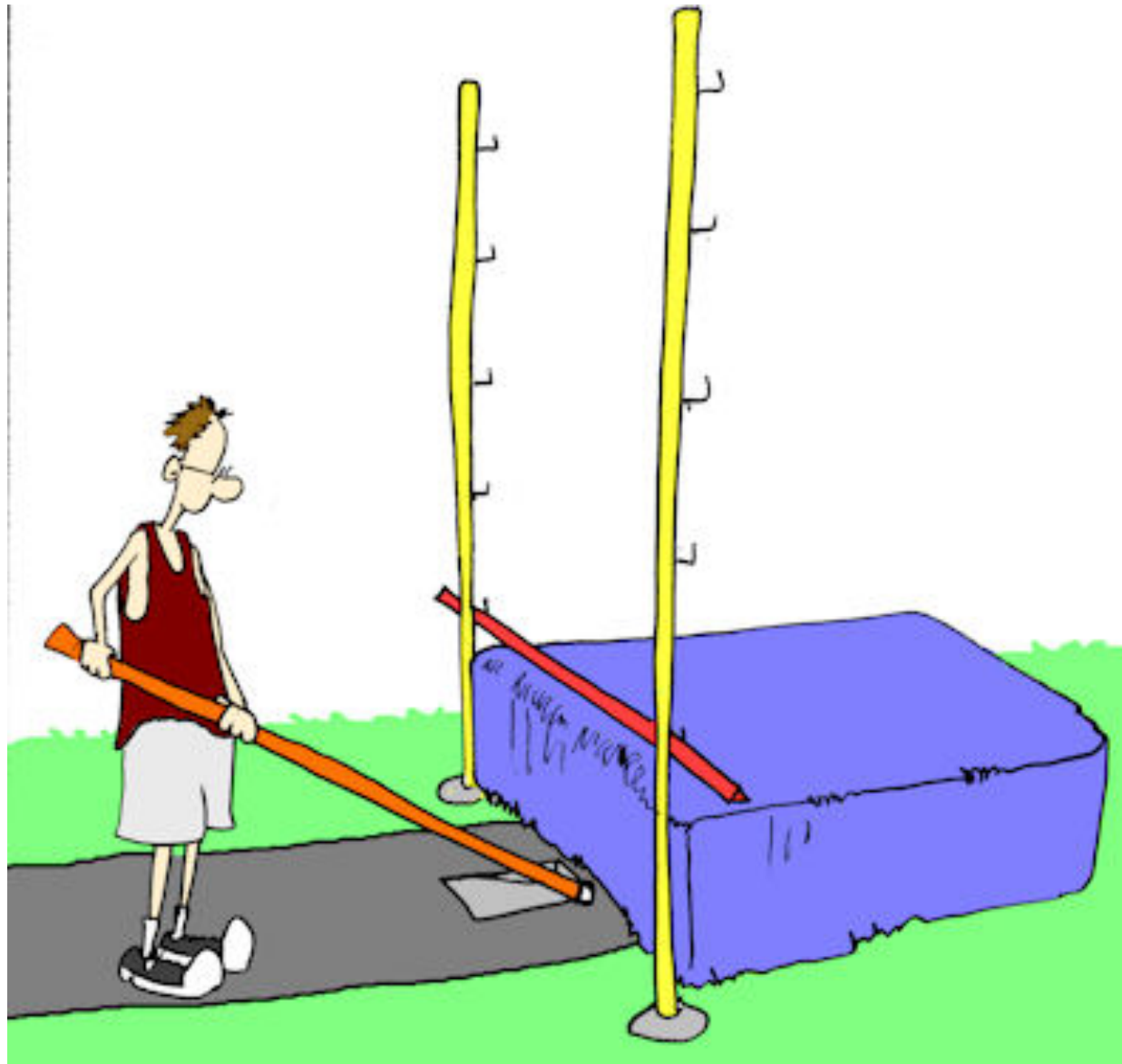


# Shrink the change: Car wash story





# Shrink the change: Lowering the bar



# Rider / Elephant / Path

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



# The elephant metaphor



Direct the Rider

Motivate the Elephant

Shape the Path



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