

April Newsletter - The Brains behind Change continued...

My goodness but I find it hard to believe that we're over the chocolate hump already and heading fast towards more for Mother's Day. So, if you're feeling somewhat 'pachydermish' from overindulging (that word's got nothing to do with feeling peckish by the way...it's a reference to feeling *Elephant* like), just warn your *Rider* that the *Path* is yet to be lined with Anzac biscuits before the month is out!

Now if you're reading this going 'what the?' I'd suggest you checkout last month's issue <http://www.carolinecrosbie.com/Newsletter.html> for some background clues as to why the italics, as this month we're going to expand some more on the concepts in Chip and Dan Heath's New York Times bestselling book *Switch*.

It's a 3-step framework, right? Time to refresh the memory by filling in the blanks (scroll down for answers after you've had a stab at it).

1. D _ _ _ _ _ the Rider
2. M _ _ _ _ _ _ _ the Elephant
3. S _ _ _ _ the Path

The Heath brothers expand on these three steps (each with 3 subsets) using a wide range of effective, sticky, illustrative stories to highlight their framework of change, and that's why I'd suggest you get your hands on a copy if you can.

Meanwhile, here's their 9-point checklist (in a nutshell) to whet your appetite for more:

1. Direct the Rider

- *Follow the Bright Spots* – zero in on what's working and keep doing it
- *Script the Critical Moves* – don't think Big Picture. Think *specific* behaviours
- *Point to the Destination* – know where you're going and why it's worth the effort

2. Motivate the Elephant

- *Find the Feeling* – do what it takes to make people *feel* something
- *Shrink the Change* – break it into manageable chunks so you won't overwhelm Ellie
- *Grow your People* – cultivate a sense of identity and create a growth mindset

3. Shape the Path

- *Tweak the Environment* – change the situation and you'll change the behaviour
- *Build Habits* – this will free the Rider from exhaustion
- *Rally the Herd* – like a disease, behaviour is contagious, so help it spread

To illustrate the power of *Shaping the Path*, the Heath brothers tell the story of an office manager whose direct reports rated her very poorly on empathy and understanding in a 360° review.

Faced with this cold challenge, one might justifiably suggest some executive coaching to warm the cockles of her heart. But listen up....here's what further investigation revealed.....her 'insensitive' manner was attributed to her communicating with others from behind her desk with one eye on her emails (this manager was being seduced by her computer, not by her direct reports!)

The fix? A simple *tweaking of the environment* in which the office furniture was rearranged, allowing her to effectively communicate whilst sitting at a round table with her computer out of sight. Bingo!

So what of Bilbo Baggins in *The Hobbit*? No amount of coaxing nor reasoning by the powerful Gandolph was ever going to move him. Why then did he immediately change his mind the moment he heard the dwarves singing songs of their lost homeland? They *found the feeling* and touched his heart. They *Motivated his Elephant*.

As for the Peel regional council...they've got clever signs on their rubbish bins that read 'one glass bottle recycled produces enough electricity to power a washing machine for 10 minutes'...or words to that effect. What are they appealing to? Why *The Rider of course...they're scripting critical moves*.

Finally the Cookie Dough Café in East Fremantle. Where are they in the mix? Well, it's my belief that they are *Shaping the Path* by effectively *tweaking the environment*. Serving their modest-sized cookies on custom-sized dishes leaves the customer with a feeling of guilt-free, satisfied restraint.

So, there you have it. Just know that if you're not succeeding in your change efforts, you now have some clues to make a Switch.

Till next month, here's to thinking more wholesome thoughts!