The Head and Heart -Dr. John Kotter

People change because they are shown a truth that influences their feelings, not because they were given endless amounts of logical data. When changing behavior, both thinking and feeling are essential. Highly successful organizations know how to overcome antibodies that reject anything new. But first, a process of change must happen that uses both the head & the heart.



SEE
Show people in a
touchable, feelable,
seeable way. Show
the problem or
solution in a way
that is emotionally
engaging, dramatic,
vivid and compelling.
Use physical symbols
that people see every
day.

FEEL
Target reducing emotions that undermine change such as anger, complacency, false pride, pessimism, confusion, panic and cynicism. Seeing increases emotions that facilitate the change – passion, faith, trust, pride, urgency, and hope.

CHANGE
A change of heart
transforms behavior.
The new behaviors
help the organization
move through change
effectively.

Thinking vs. Feeling

To change successfully, people need to be able to both think and feel positively about what they need to do. Without addressing both sides, change is less likely to occur.

THINKING differently can help change behavior and lead to better results.

- Collect data, analyze it.
- Present the information logically to change people's thinking.
- Changed thinking, in turn, can change behavior.

FEELING differently can change behavior MORE and lead to even better results.

- Create surprising, compelling, and, if possible, visual experiences.
- The experiences change how people feel about a situation.
- A change in feelings can lead to significant change in behavior.

Checklist for Speaking to both the Head & Heart

Checklist for Speaking to the Head & Heart

- Compelling Story
- 🕏 Use of metaphors, analogies & imagery
- Use simple language & avoid jargon & acronyms
- Communicate with what you DO not just what you SAY
- Frequent, consistent and aligned communication
- Energy and enthusiasm are infused throughout
- Careful use of data not overuse!
- Do your homework to understand what people are feeling
- Rid the channels of communication from junk so that important messages come through
- High level of visibility
- Bring the outside in

For more information about head v. heart, please refer to Dr. Kotter's book, Heart of Change.

http://www.kotterinternational.com/KotterPrinciples/LeadingWithHeadAndHeart.aspx