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.

**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.

**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.
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

- 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