Why do people do what they do?

A HUMAN-CENTERED APPROACH TO CHANGE
Amy Leneker and Joe Vansyckle

Welcome

We are glad you are here...
Yes, you!
The challenge

We leaders do more harm than good when we start to clear paths. Our job as a leaders isn’t to clear paths, but help people navigate their way through them.

The JOURNEY is the where growth happens.

If I deeply appreciate you, I want you to learn to navigate your way through the challenging moments. Because I know the value of the journey.
WHAT IT WAS LIKE
Lonely
Lonely

Insecure
Lonely
Disconnected
Insecure
Lonely
Disconnected
Insecure
Unavailable
Angry
Vulnerable
What I learned

- You cannot have a deep appreciation for others unless you have a deep appreciation for yourself.
What I learned

• You cannot have a deep appreciation for others unless you have a deep appreciation for yourself.
• Every decision matters
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• You are judged on your behavior not your intention
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• Every decision matters.
• People are people not machines.
• You are judged on your behavior not your intention.
• Leaving home every morning is a crucial moment.
What I learned

• You cannot have a deep appreciation for others unless you have a deep appreciation for yourself.
• Every decisions matters
• People are people not machines
• You are judged on your behavior not your intention
• Leaving home every morning is a crucial moment
• There is no shame in leaving
Activity  

Take a moment and think about 1-2 things you deeply appreciate about each of the following:

- Yourself
- Your team
- Your organization
- The Customers you serve

Record it and be prepared to share it with a partner.
Find a learning partner, this is someone you will spend the session sharing ideas with. (1-minute)

Take 2-minutes and share with your learning partner what you came up with. (4-minutes in total)
THREE STORIES THAT KEEP US SEPARATE FROM
And how to re-tell them

(ADAPTED FROM CRUCIAL CONVERSATIONS 3-CLEVER STORIES)
What am I pretending not to notice about my role in this?
See the human
Start Every Change with Heart

By asking

What Do I REALLY WANT:

FOR Myself
FOR The Team and Organization
FOR Our Customers or those we serve?
FOR My Community
Activity

Take a moment and think of a behavior you would like someone else or a group of people to change.

Write down:

1. What do you want for yourself?
2. What do you want for the other person/persons?
3. What do your org, family, community?

Be prepared to share with your learning partner
Take 2-minutes and share what you came up with with your learning partner

(4-minutes total)
Why do people do what they do?
“I haven't got the slightest idea how to change people... but still I keep a long list of prospective candidates just in case I should ever figure it out.”

_________________
David Sedaris
leader
leadership consultant
employee
coop
friend
human
Mom
speaker
leader
advocate
teacher
employee
leader
advocate
human
Mom
friend
trainer
mentor
sister
volunteer
aunt
teacher
facilitator
coop
daughter
neighbor
aunt
Every system is perfectly aligned to get the results it gets.
What percent of all change efforts fail?

70 percent of all change efforts fail.

How many attempts to quit smoking, on average?

https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4908897/ 2016
30 attempts to quit smoking, on average.

https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4908897/ 2016
What percent of all US marriages end in divorce?

50 percent of all US marriages end in divorce.

Drivers are how many times more likely to be in a crash when talking on a phone?

http://wadrivetozero.com/distracted-driving/, 2017
Drivers are 3 times more likely to be in a crash when talking on a phone.

http://wadrivetozero.com/distracted-driving/, 2017
Why do people do what they do?
70%  On the Job Learning
20%  Other People
10%  Formal Instruction
Traditional Training

Facilitated training
Learning Experience Practicum

What problem are we trying to solve?

Prepared and coached team

Facilitated problem solving and coaching

1. Designed experience

2. Facilitated training

3. Prepared and coached team

4. Facilitated problem solving and coaching

5.
Why do people do what they do?
Why not just ask?
Trust
Safe environment
Amy Leneker. Overall, were the speakers informative, prepared and understandable?

Answered: 97   Skipped: 10

What?!?
Report Card –
Myles Leneker

<table>
<thead>
<tr>
<th>Language Arts</th>
<th>A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Math</td>
<td>A</td>
</tr>
<tr>
<td>Social Studies</td>
<td>A-</td>
</tr>
<tr>
<td>P.E.</td>
<td>B</td>
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<tr>
<td>Science</td>
<td>C</td>
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<tr>
<td>Leadership</td>
<td>A-</td>
</tr>
</tbody>
</table>

What?!?
Negativity Bias
Activity

Consider the person with the behavior you would like to change.

Have you focused on the negative? How?

What might be different if you overcame the negativity bias?

With your learning partner, discuss these questions.
“Well I wouldn’t have to be negative if they would just get it right the first time.”

____________________
Amy Leneker (yikes!)
“If they cared more, they would try harder.”

Amy Leneker (and again...yikes!)
me
FINDING OUT WHY
Your coworker drives the agency car daily as part of their work. You ride along with them every 2 or 3 weeks. You have commented on their speeding on several occasions, and yet they continue to speed. It is has gotten to the point where you have told them so many times that you have decided to no longer ride with them.

In your table groups, list as many reasons you think they continue to speed.
People do things for 2 reasons:

BECAUSE SHE WANTS TO  
*(MOTIVATION)*

AND SHE CAN  
*(ABILITY)*
Go through the list of reasons why your friend continues speed.

Decide which reasons are motivation (don’t want to) and which are ability (can’t).
FUNDAMENTAL ATTRIBUTION ERROR
Three powerful forces that influence our motivation and ability
• Do they hate it or enjoy it?
• Do they find meaning in it?
• Do they have the knowledge, skills, and the strength to do the right thing?

Personal
Social

- Do others encourage or discourage the behavior?
- Do others make it difficult or easier?
- Are rewards encouraging or discouraging the wrong behaviors?
- Is the environment (tools, information, data, questions, making it easier or hard to enact the behavior?
Activity Part 3  

Consider the person who’s behavior you would like to change.

Ask yourself...Why are they doing what they are doing? Come up with at least 4-5 reasons you may not have considered.

Use your new lens – Motivation/Ability and PERSONAL/SOCIAL/STRUCTURAL
Take two minutes and share with your learning partner what you came up with

(4-minutes in total)
We are grateful you shared this moment with us!

YES, YOU!

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