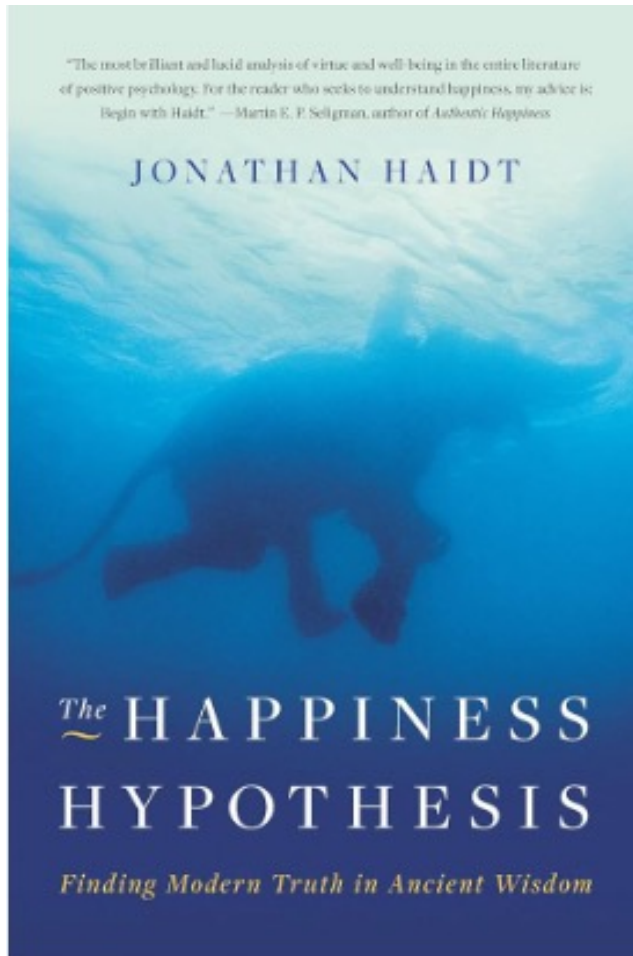# Learning Objectives

- Discover some helpful behavioral change psychology

- Recognize why Gemba Walks are effective change tools

- Practice applying the change psychology methods to different kinds of changes
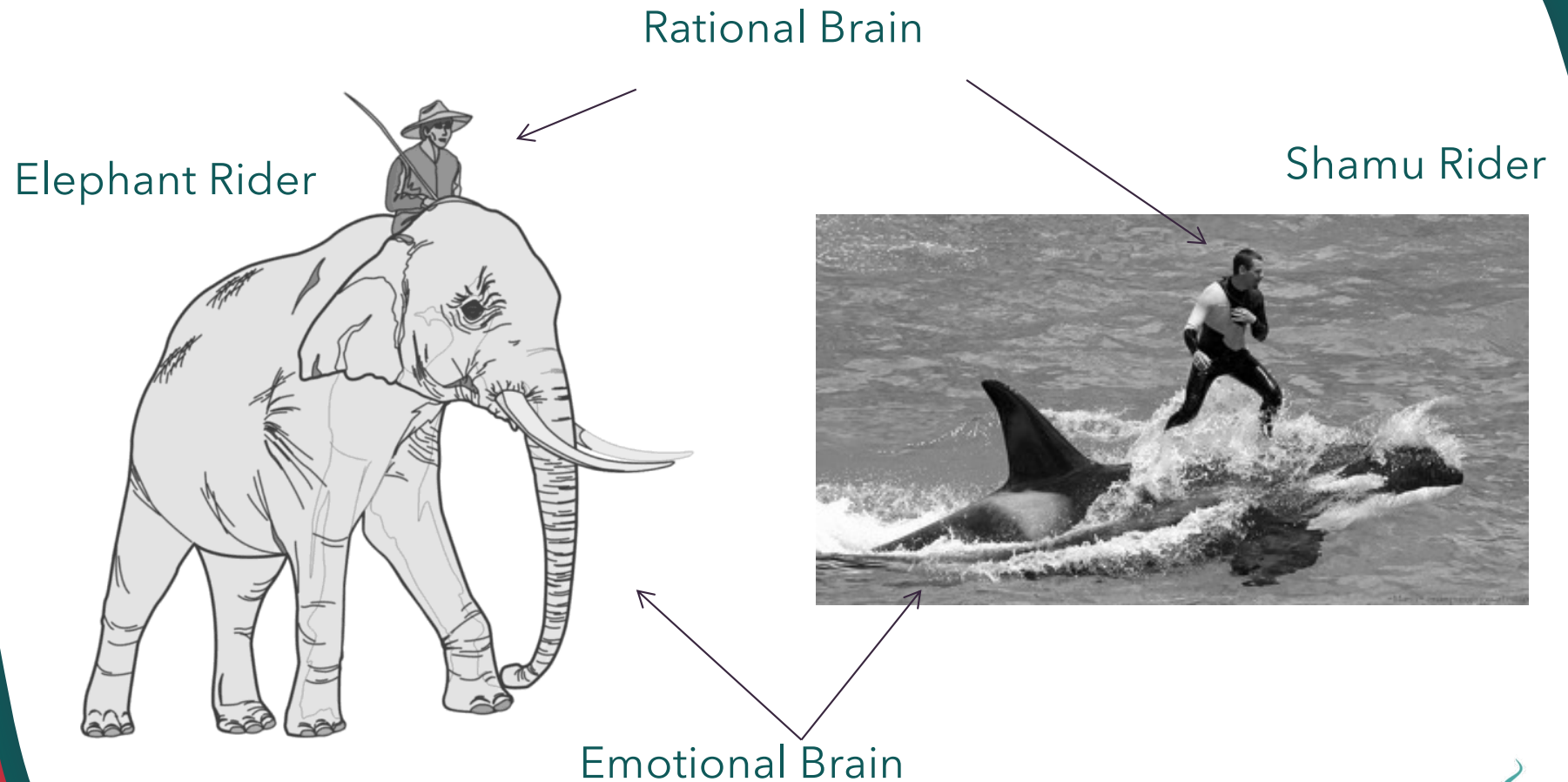
2

The Happiness Hypothesis

"The most brilliant and lucid analysis of virtue and well-being in the entire literature of positive psychology. For the reader who seeks to understand happiness, my advice is: Begin with Haidt." —Martin E. P. Seligman, author of *Authentic Happiness*

JONATHAN HAIDT

The HAPPINESS
HYPOTHESIS

Finding Modern Truth in Ancient Wisdom

The Rider and the Elephant Analogy

Switch

Brain Psychology

Rational Brain

Elephant Rider

Shamu Rider

Emotional Brain

When there is a disagreement, who wins?

Rider and Elephant Challenging Qualities

Rider: Rational side of the brain

- Analytical decision-making
- The "analyzer"
- A wheel spinner
- Rational
- The rider can get his way temporarily, (willpower) but without an enlisted elephant, it will be exhausting

Elephant: Emotional side of the brain

- Emotional decision-making
- Easily spooked
- Harder to motivate
- The "do-er"
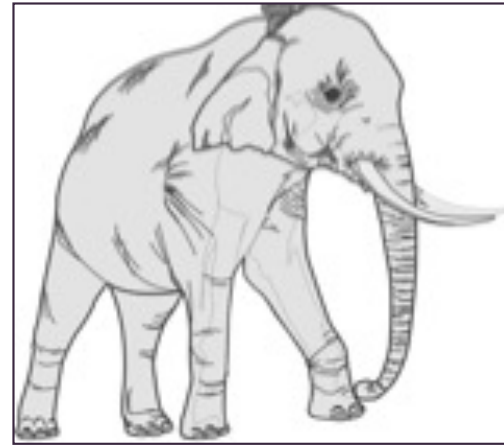- Constantly looks to the herd for cues

Steps for Making Change Easier

- **Direct the Rider**
  - Find the Bright Spots
  - Script the Critical Moves
  - Point to the Destination

- **Motivate the Elephant**
  - Find the Feeling
  - Shrink the Change
  - Grow Your People

- **Shape the Path**
  - Tweak the Environment
  - Build Habits
  - Rally the Herd
  - Keep the Switch Going
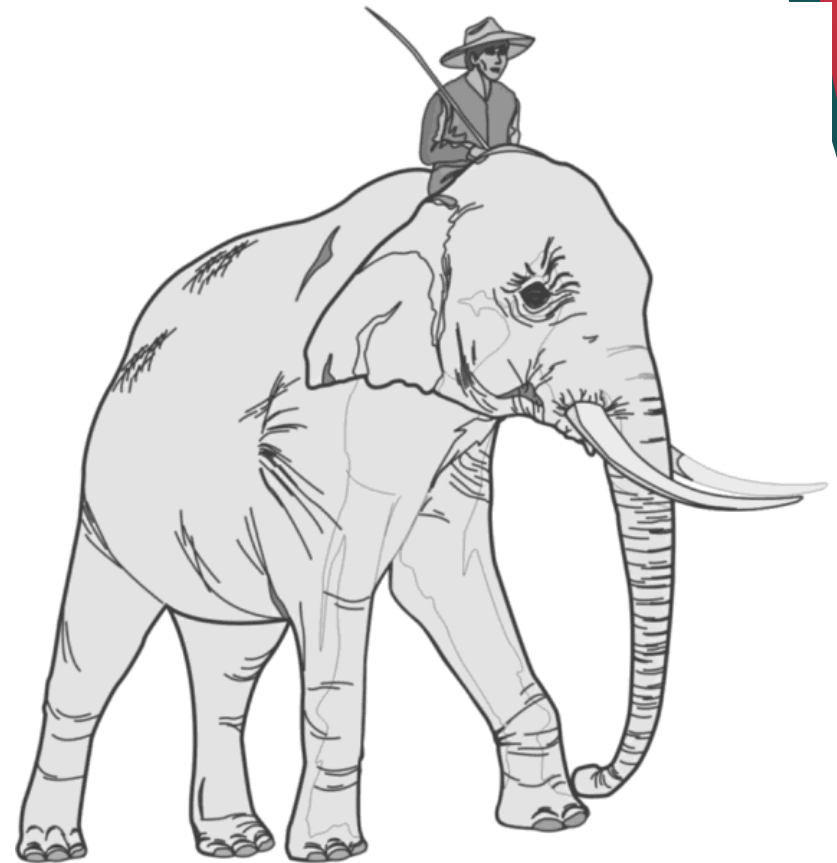
Motivate the Elephant

- **Find the Feeling**
  - A gut-level emotional connection
  - Make people feel something

- **Shrink the Change**
  - Breakdown the change until it no longer spooks the elephant
  - Make the change feel smaller
  - Make small changes that lead to big change

- **Grow Your People**
  - Make the change feel smaller by making people grow bigger
  - Make change a matter of identity or self-image

How Change Occurs

How People Think Change Occurs

Think

⬇

Analyze

⬇

Change

How Change Really Occurs

SEE

⬇

FEEL

⬇

Change

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Drink 1% Milk Campaign

Speaking to the Rider

Speaking to the Elephant

Whole Milk
Serving Size 8 fl oz (240mL)
Servings Per Container 2

Amount Per Serving

Calories 150   Calories from Fat 70

	% Daily Value*
Total Fat 8g	12%
Saturated Fat 5g	25%
Cholesterol 35mg	12%
Sodium 125mg	5%
Total Carbohydrate 12g	4%
Dietary Fiber 0g	0%
Sugars 11g	
Protein 8g	

Vitamin A 6%	•	Vitamin C 4%

Calcium 30% • Iron 0% • Vitamin D 25%

* Percent Daily Values are based on a 2,000 calorie diet. Your daily values may be higher or lower depending on your calorie needs.

	Calories:	2,000	2,500
Total Fat	Less than	65g	80g
Sat Fat	Less than	20g	25g
Cholesterol	Less than	300mg	300mg
Sodium	Less than	2,400mg	2,400mg
Total Carbohydrate		300g	375g
Dietary Fiber		25g	30g

Nonfat Milk
Serving Size 8 fl oz (240mL)
Servings Per Container 2

Amount Per Serving

Calories 80   Calories from Fat 0

	% Daily Value*
Total Fat 0g	0%
Saturated Fat 0g	0%
Cholesterol less than 5mg	1%
Sodium 130mg	5%
Total Carbohydrate 12g	4%
Dietary Fiber 0g	0%
Sugars 11g	
Protein 8g	

Vitamin A 8%	•	Vitamin C 4%

Calcium 30% • Iron 0% • Vitamin D 25%

* Percent Daily Values are based on a 2,000 calorie diet. Your daily values may be higher or lower depending on your calorie needs.

	Calories:	2,000	2,500
Total Fat	Less than	65g	80g
Sat Fat	Less than	20g	25g
Cholesterol	Less than	300mg	300mg
Sodium	Less than	2,400mg	2,400mg
Total Carbohydrate		300g	375g
Dietary Fiber		25g	30g

ONE glass of whole milk has as much fat as 5 slices of bacon!

Drink 1% milk instead!

Volunteer Work

30lbs of carrots

Help feed 80 children

School Speed Limit

What is a Process (Gemba) Walk?

Process Walks involve going to where the work takes place and interviewing process participants to build understanding of the process.

Involve process participants to walk the process and interview each other.

Build profound knowledge of the process and root causes of problems.

Identify potential countermeasures and share with the group.

Why Walk A Process?

What You *Think* It Is...

What It *Truly* Is..

What It *Should* Be...

What It *Could* Be...

**Walking a process uncovers
the *true* process**

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Some Processes Are Invisible

Do You See A Process?

Process Design Over Time

Process Walks Motivate the Elephant
Find the Feeling

Motivate the Elephant
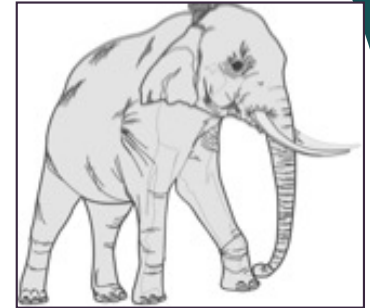
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- **Grow Your People**
  - Make the change feel smaller by making people grow bigger
  - Make change a matter of identity or self-image

Shrink the Change: Jump Start Change

- A local car wash
- Loyalty Card Program
- Get a stamp every visit
- When the card is filled up, a free car wash

Service First Car Wash & Detailing Center
BUY 9 BASIC CAR WASHES AND GET THE 10TH ONE FREE!

1 2 3 4 5
6 7 8 9 FREE

SUMMER HOURS
MON-FRI: 8AM - 6PM
SAT 9AM - 5PM
SUN: BY APPT ONLY

WINTER HOURS
MON-FRI: 9AM - 6PM
SAT: 9AM - 5PM
SUN: BY APPT ONLY

(905) 761-8211
2006 HIGHWAY #7 WEST
CONCORD, ON, L4K 1W6

Get a blank card with 8 stamps to fill

Get a card with 10 stamps to fill, but you get two stamps when they give you the card

6 months later, 19% of 8-stamp earned a free wash
34% of the head-start group earned a free wash (and faster)

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Shrink the Change: Set Small Goals

- **Money Snowball**
  - List all debts from smallest to largest
  - Make the minimum payments to all and send the rest to the lowest debt on the list
  - The snowball: With each debt that is conquered, the "snowball" of money applied to the next debt grows and rolls a little faster
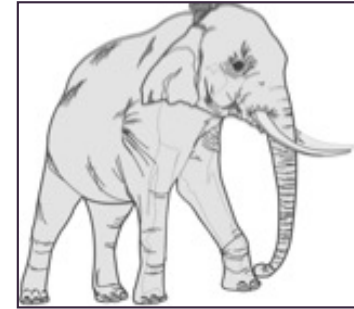   - No discussion of interest rates make financial advisors cringe

Changes can be small and trivial, but the elephant is moving

Motivate the Elephant

- **Find the Feeling**
  - A gut-level emotional connection

- **Shrink the Change**
  - Make the change feel smaller
  - Big change comes from a succession of small changes

- **Grow Your People**
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Two Decision Making Models

According to: James March, A Professor at Stanford University,
People rely on two basic decision-making models:

Consequences Model

Weigh cost vs. benefit
Rational and analytical

Ask:
What is the
cost vs. the benefit?

Identity Model

Adopted set of beliefs that
define who you are
(personal and professional identities)

Ask:
What would someone like me
do in this situation?

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Motivate the Elephant

- **Identity Model:** Make change a matter of identity or self-image

  - We can be born with identities or adopt identities (religion, role, politics, career)

  - Three Questions are asked:
    - Who am I?
    - What kind of situation is this?
    - What would someone like me do in this situation?

What happens when you attempt a change that goes against people's identity?

Identity Model

Application 1: Applying Motivate the Elephant

- A university head needs departments to reduce budgets by 5%. Most of them understand and agree with the need to cut back, but there is a danger of people dragging their heels

Apply Motivate the Elephant:
Find the feeling
Shrink the change
Grow your people

How do you apply "Motivate the Elephant" concepts?

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Application 2: Applying Motivate the Elephant

- Developers responsible for writing new programs fell in love with their code.

- When their program was tested by customers, they say, "Who selected the idiots to test?"

Apply Motivate the Elephant
Find the feeling
Shrink the change
Grow your people

**How do you apply
"Motivate the Elephant" concepts?**

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# Application: Applying Motivate the Elephant

- New Safety Policy Roll Out

  - 950 people in a dangerous work environment but the current safety policies are ambiguous and not followed

  - The goal is to increase safety protection and get 100% compliance, where currently most workers feel they belong in the "exception" category

  - What can be done to get people on board?
    - Motivate the Elephant

Summary: Motivate the Elephant
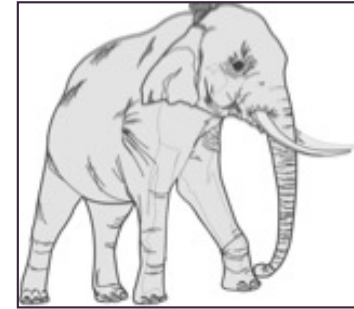
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Call To Action

- **Identify a personal application for "Motivate the Elephant" and find the feeling, shrink the change, or grow yourself!**
  - Cleaning the house
  - Working out
  - Eating better

- **Apply the concept "Motivate the Elephant" to change efforts at work**
  - Improve the "change" message
  - Conduct Process Walks for improvement

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What We Covered

- Discover some helpful behavioral change psychology

- Recognize why Gemba Walks are effective change tools

- Practice applying the change psychology methods to different kinds of changes

Just-in-Time Cafe

THANK YOU!!

Tracy O'Rourke

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