BEHAVE YOURSELF!
USE BEHAVIOR TO DRIVE CHANGE
GET ENGAGED!

We will be using polls

- To use phone: Text michelleyana767 to #322333 to get started
- To use pc: PollEv.com/michelleyana767

We encourage your questions
LEARNING OBJECTIVES

1. Describe why a behavior based approach to change matters
2. Define the behavior cycle
3. Assess your current ability to use behavior to drive change
4. Learn practical ways to implement behavior to dramatically improve change outcomes
Pressure to change
Change saturation
Rate and volume of change
Leader perception of ability to execute
Change success rate remains flat

WHY CHANGE MATTERS
Increase the likelihood of securing business benefits & goals through:

1. Minimizing amount of people disruption associated with change

2. Lessening the time required to move people from current to future state

Build a Change Adaptive Culture
Do our current methods of driving change truly deliver business benefits/goals?

Yes

No

Not Sure
HOW WE TYPICALLY MANAGE CHANGE?

CURRENT

• Project View
• Tools and Templates
• Single, Silo View of Change
• Scattered, Inconsistent Data

TO

• Capability View
• Organizational View
• Behavior & Data
WHAT & WHY BEHAVIOR BASED CHANGE?
THE WHAT, WHY AND HOW OF BEHAVIOR

- UAT & Pilot
- Communication
- Readiness Assessments
- Training
- Procedures & Process Maps
- Job Aids & Guides

- Feedback
- Coaching
- Tangible rewards: Gift cards, day off, etc.
- Pay Raise, Bonus, Promotion
- Performance Plan
- Pay Cut
**PROCESS + LEADERSHIP ACCELERATES CHANGE**

**Process Orientation**

**Leadership Orientation**

*IBM Institute for Business Value, 2014, “Making change work while the work keeps changing”*
BEHAVIOR DRIVES CHANGE
Select the behavior that directly relates to the Goal of "Increasing Sales 10% from Q1 2018 to Q2 2018"

- Log into sales system
- Schedule monthly order for existing customer for more widgets starting in May 2018
- Inactivate a customer in sales system
- Save new customer demographic information in sales system
- Interview sales people
PINPOINT THE CRITICAL BEHAVIOR

Goal: Increase sales 10% in Q1 2018 from last quarter

- Log into system
- Inactivate a customer
- Schedule monthly order for existing customer for more widgets starting in January 2018
- Save new customer contact information
- Interview sales people
**PINPOINT CRITICAL BEHAVIOR(S)**

1. Identify critical behavior(s) that deliver business benefits/ROI
2. Consider behavior differences amongst stakeholder groups
3. Measure those critical behavior(s) – Start with a baseline if possible

*Not all behaviors are created equal!*
ID Behavior

Coach Leaders for Behavior Change

Measure Behavior that Matters

Behavior Based Change
HOW LEADERS RATE THEIR PERFORMANCE DRIVING CHANGE

- 80 to -83%*

Effectiveness at Communicating, Advocating and Liaising*

Lack of effectiveness/not effective at Coaching*

Lack of effectiveness/ not effective at Managing Change Resistance*

70 to 80%*

* Prosci Best Practices in Change Management
8 GREAT LEADER BEHAVIORS*

1. Be a **good communicator** and listen
2. Support a **clear vision & strategy**
3. **Empower** your team; don’t micromanage
4. Be **interested in team success**
5. **Encourage** career development
6. Be **results focused**
7. Be a **good coach**
8. Possess **basic technical skills**
LEADER BEHAVIOR TO ROLES

Communicator
- Be a good communicator and listen
- Support a clear vision & strategy

Coach
- Empower your team; don’t micromanage
- Be interested in team success
- Be a good coach

Advocate
- Encourage career development
- Results Focused
- Possess basic technical skills

Leader Change Activation
LEADER BEHAVIOR IN CHANGE PROCESS
TIPS TO COACH FOR CHANGE

1. Don’t assume they know how to drive change
2. Focus their efforts on triggering, reinforcing and sustaining the critical behavior(s)
3. Act as a partner, not a threat

TIP! 80% of the success of your change depends on them so be the coach you would want to have!
ID Behavior

Coach Leaders for Behavior Change

Measure Behavior that Matters

Behavior Based Change
TIPS FOR MEASUREMENT

1. Aligned and supportive
2. Simple and few
3. Start with baseline (where possible)
MEASUREMENT GOTCHA’S

• Not measuring per the process that people adapt to change
• Not measuring change projects/portfolio in the same way
**MEASUREMENT GOTCHA’S**

- Not considering the impact on measurement that other changes might have
- Using measurements towards “punishment” versus reinforcement & rewards
**ID Behavior**

- Identify critical behavior(s) that deliver business benefits/ROI
- Build change strategy and plan around the critical behavior(s)

**Coach Leaders for Behavior Change**

- Coach leaders on change roles: Communicator, Advocate, Coach & Liaison
- Focus leader effort on triggering, reinforcing and sustaining critical behavior(s)

**Measure Behavior that Matters**

- Measure critical behavior(s)
- Have awareness on measurement gotcha’s

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**Behavior Based Change**
CONTACT INFORMATION

- Website: https://changefit360.com
- Email: michelle@changefit360.com
- Phone: 630-251-1755
- LinkedIn: Michelle Yanahan
- Twitter: https://twitter.com/MichelleYanahan

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1. What is the source material for the behavior model- 80% reinforcement and 20% predecessors impact on sustaining change?
   Book: The Behavior Breakthrough by Steve Jacobs (from CLG). Page 50 discusses 80/20. Its a fascinating read

2. How would I go about starting to identify the critical behavior(s) for change that drive the business benefits/ROI?
   A. Identify the project goals. Usually, a CBA is used to submit the project for funding approval and this can be a great source of understanding the goals and their financial impact to the organization
   B. Considering your different change targets, create a list of behaviors (actions) that these targets will do when the project/change is implemented
   C. Test the behaviors against the project goals for the ones that truly align to the goals directly. Be deliberate in getting rid of behaviors that are supportive to the goal but not aligned directly to it. This step will take some time and result in differing opinions.
   D. Create a list of 3-5 behaviors for the project and/or the change target groups
   E. Build your change strategy and plan to support your change targets doing these behaviors
   F. Coach people leaders on these behaviors and how they can use the behavior model- reinforce – to these behaviors