Shine 19

- THE VIRTUAL IT SERVICE CONFERENCE -

SDI Service Desk Institute

ITSM TOOLS

CHANGING THE MINDSET OF PEOPLE

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“Culture eats Strategy for Breakfast”

- Peter Drucker

Agenda

- OCM Challenges
- Understanding People
- Power of Process
- Influencing People

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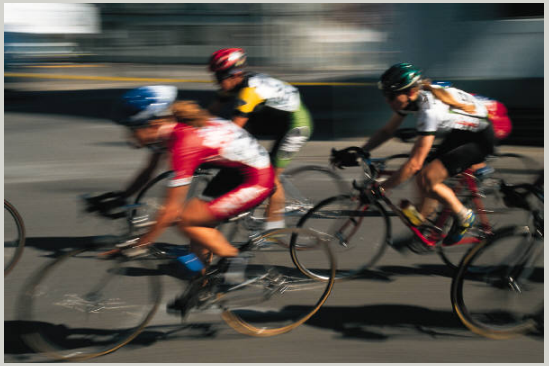
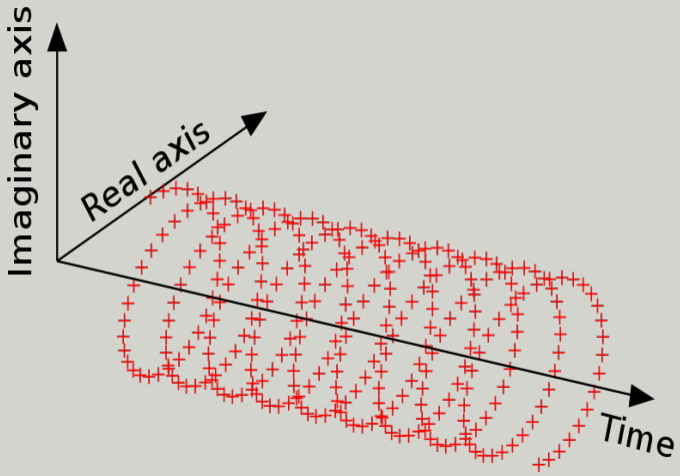


Situation

- Customers and World is Changing
- Organizational Transformation
- Improve Performance
- Change Business Model
- Focus on Core Competency
- Take advantage of new Technologies
- Innovation

Complication

- Threat to the “Norm”
- People fear
- Communication strategy
- Expert Opinion
- Just in time management



Implication

- Business failures
- Moves slower
- Cost increase
- No results
- Competition moves faster
- People capabilities removed
- Organization structure and behavior complexity

Benefit

- Improve Success Rate of Changes
- People Compassionate
- Business Success
- Customers Happy
- More Focused Agility

“Happy employees, Happy customers'”

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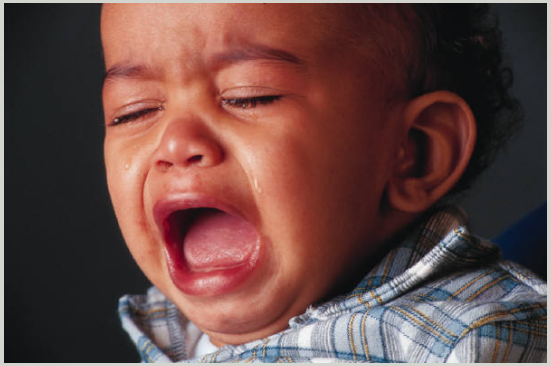


Types of People

Red
Blue
Green
Yellow

Type A
Type B
Type C
Type F

The Duty Fulfiller
The Mechanic
The Nurturer
The Artist
The Idealist
The Scientist
The Thinker

1%
99%

Baby Boomer
Millenniums

- Extravert
- Sensing
- Thinking
- Judging

Left Handed
Right Hander

Male Thinking
Female Thinking

Digital
Analog

Direct
Indirect

Left Brain
Right Brain

Old People
Young People

Agreeable
Open
Conscientious
Neurotic

Open to Experiences
Agreeable

Sanguine
Choleric
Melancholic
Phlegmatic

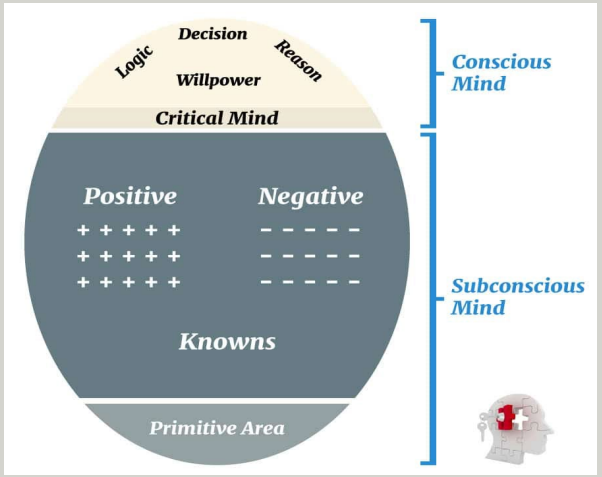
Vegetarian
Meat Eater

Scorpio
Leo

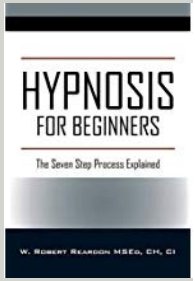
Thinker/Observer
Loyalist/Questioner
Enthusiast/Epicure
Leader/Challenger
Peacemaker/Mediator
Reformer/Perfections
Helper/Caretaker
Achiever/Performer
Individualist/Tragic Romantic

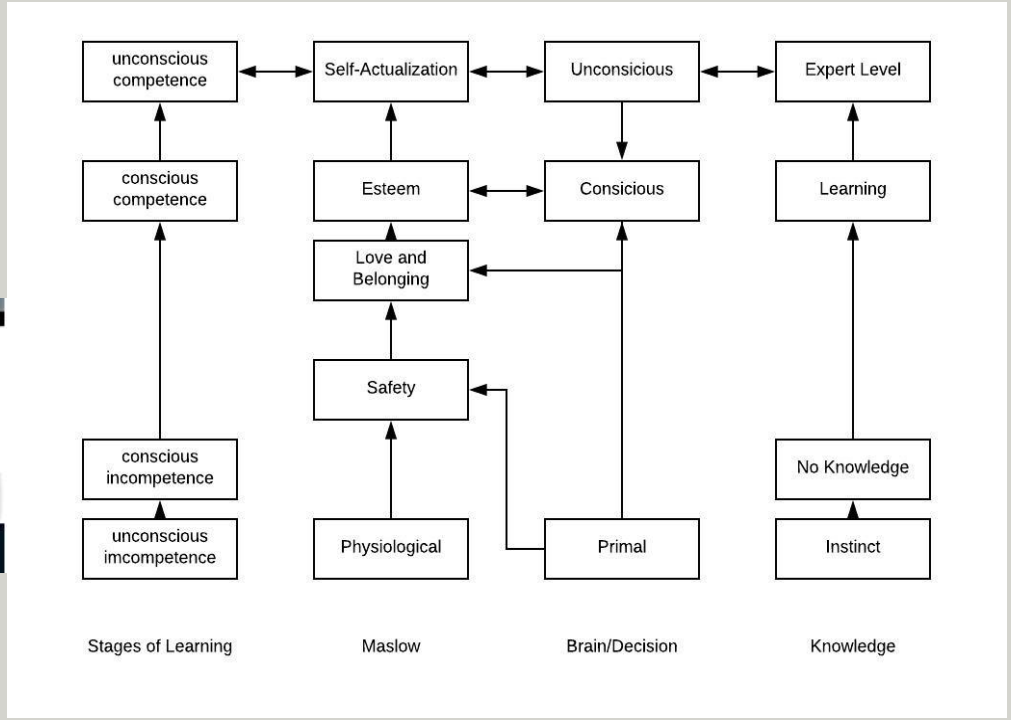
The Common Factor – The Brain

- Unconscious Brain – System 1 – Fast Thinking
- Conscious Brain – System 2 – Slow Thinking
- Primal Brain
- Critical Brain

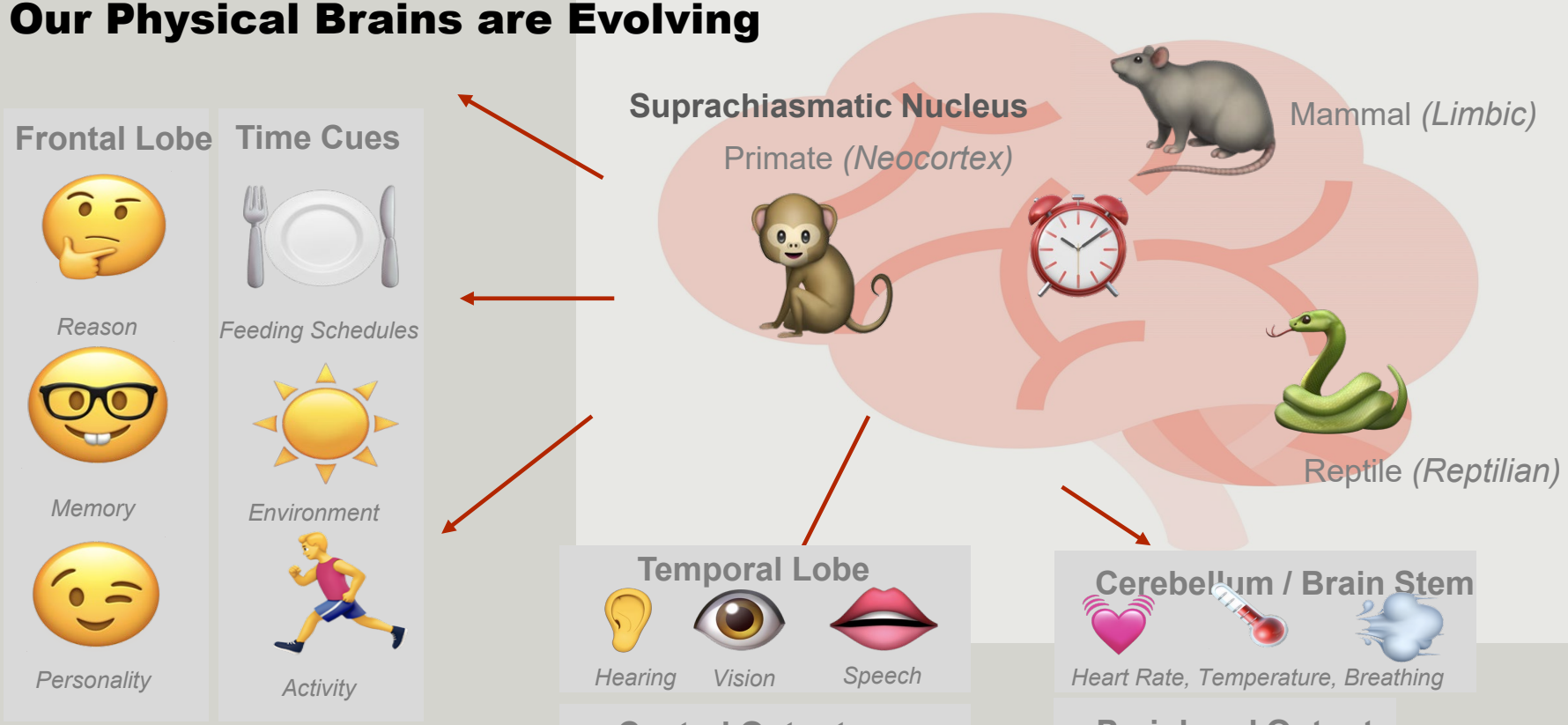


https://brandnewmindset.com.au/general/a-childs-subconscious-mind/





Our Physical Brains are Evolving



With permission from Chris Dancy

Development of Belief System

- In Unconscious mind
- Open until age of around 7/8
- Expert thinking level
- Influences everything
- Accepts/Rejects change via a process
- Experiences at work develop work beliefs

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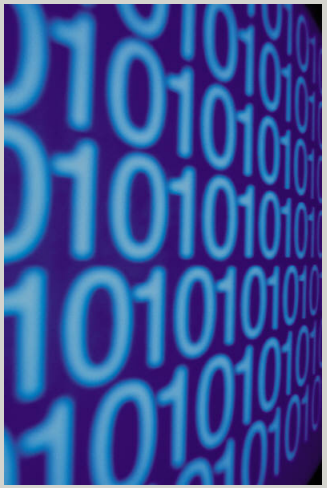
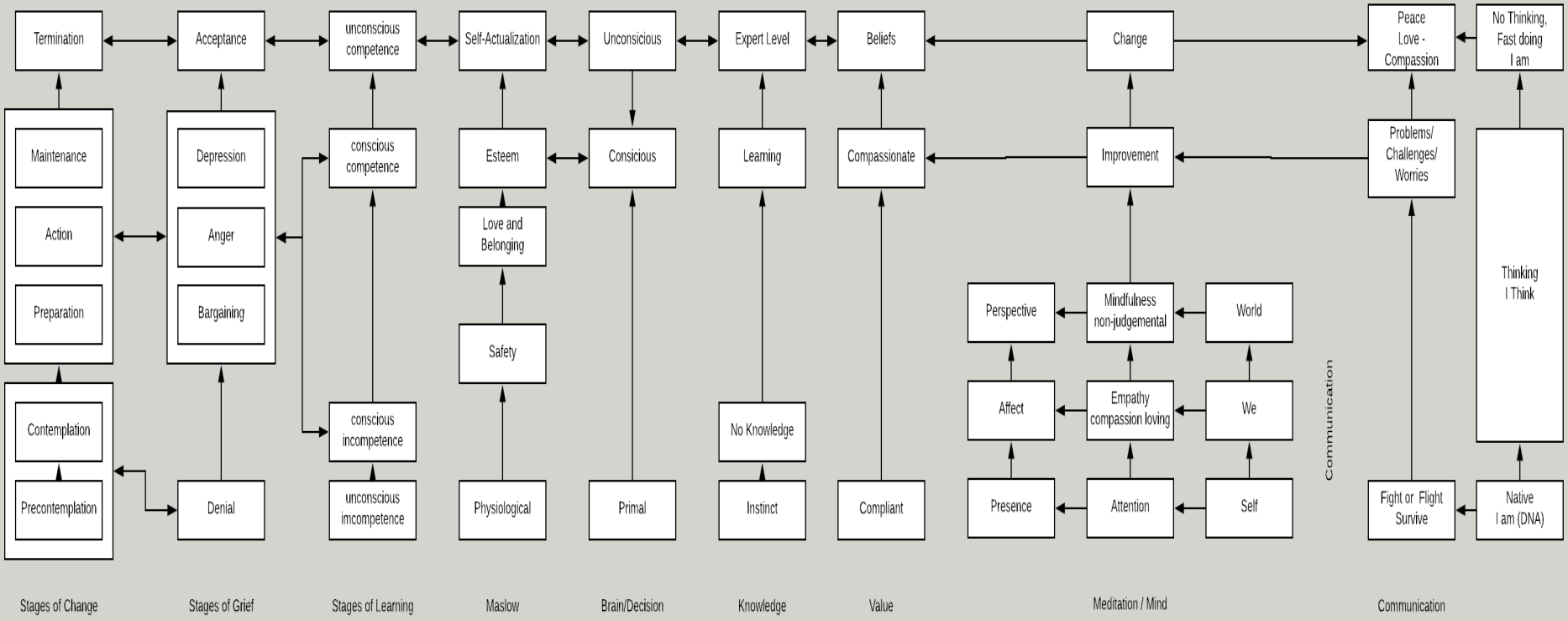


Becoming an Expert

- Learning Theory (process)
- Unconscious and conscious behavior
- Passionate or compliant
- Fail often culture
- Expertise can harm or help

Relating People Processes (theory of everything)



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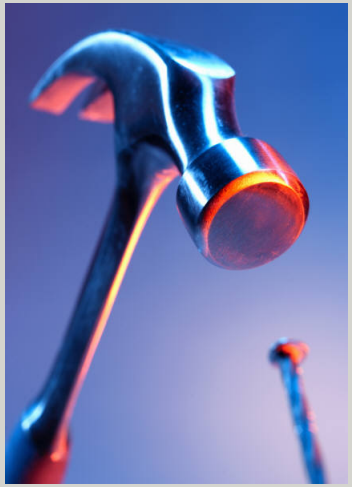
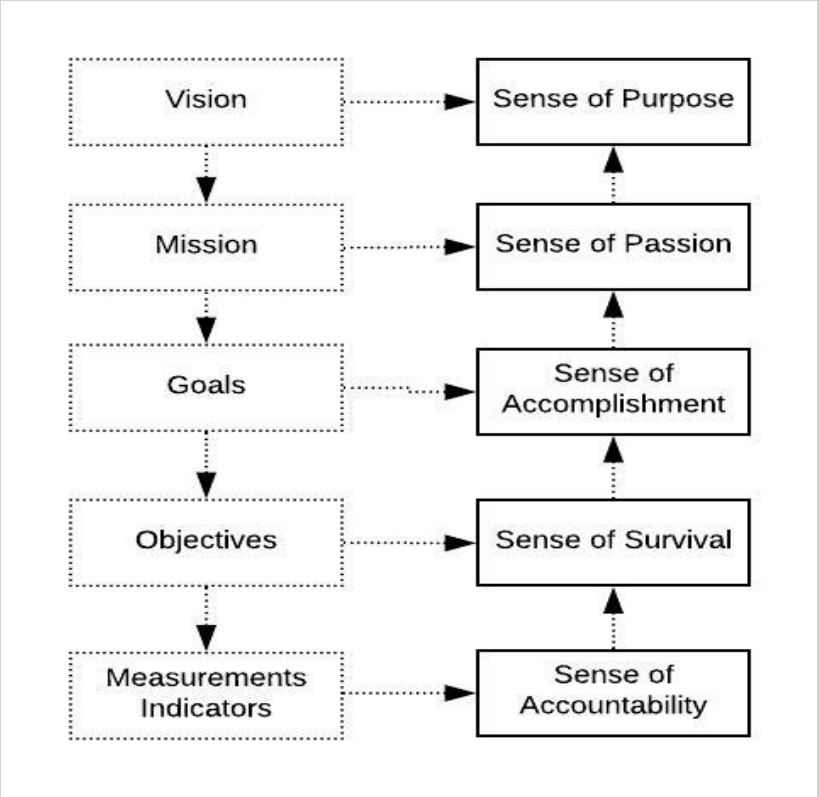


Vision to Measurements

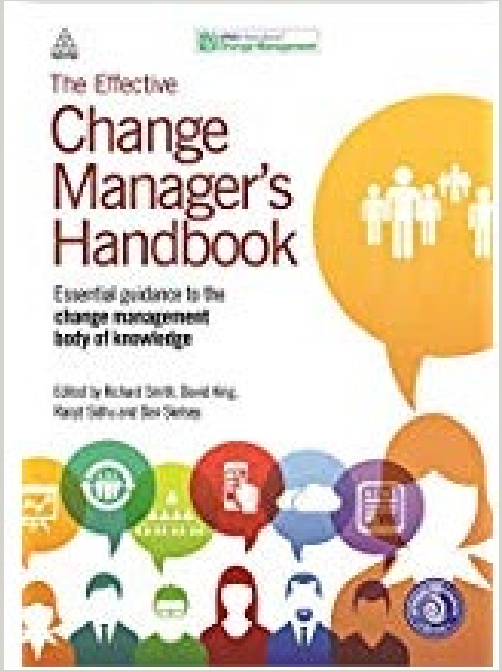
- Vision
- Mission
- Goals
- Objectives
- Critical Success Factors
- Key Performance Indicators
- Metrics
- Measurements

Rapport and Trust then action
Measure for a reason



Change Readiness

- **Change Strategy**
  - Impact known
  - Reason known
  - Communication strategy
  - Motivation strategy
  - Org structure change and governance strategy
- **Change Resistance**
  - People process
- **Change Constraints**
  - Politics and others

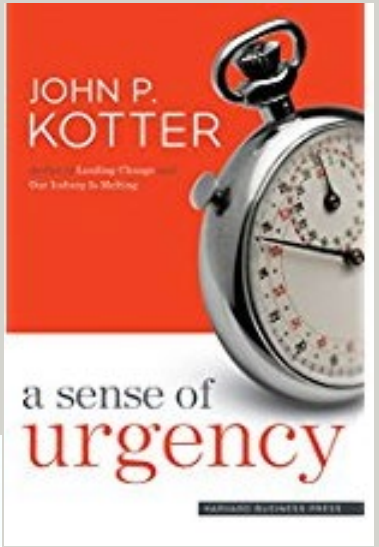


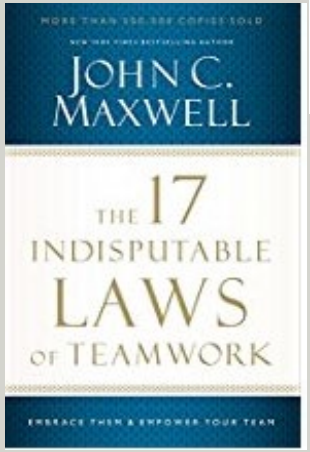
Begin with end in mind

- “One can not manage change, but only be ahead of it” - Peter Drucker
- Driven by Demand, Opportunities, Threats
- What capabilities and resources does the organization need?
  - Do value chain people self assessment
  - SAFIA, etc
- What new capabilities do people need?
- What is timeline?
- What is expected experience?
- Do you need compliancy and/or expertise?

Influencing People

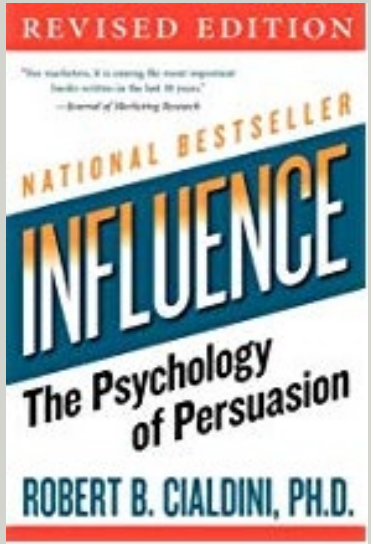
- Organizational change is personal change
- Communication based on beliefs and role (tech, etc)
- Actions – You have to exercise the conscious mind
- Create a sense of urgency to change from old behavior
- Team work – Military mindset?
- Team canvas creation

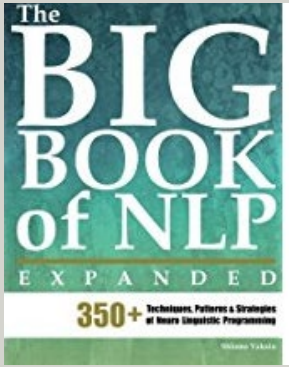




Influencing (Persuasion) People

- Style
  - Rationalizing, Asserting, Negotiating, Inspiring, Bridging
- Methods
  - Robert Cialdini
    - Reciprocation
    - Commitment “in writing” and Consistency
    - Liking
    - Authority
    - Scarcity
    - Social Proof
  - Appeal to
    - Values/Beliefs, Logic, Increase Buy-in, Collaboration
  - Build Rapport
    - Mirroring, complement, positive language patterns, NLP



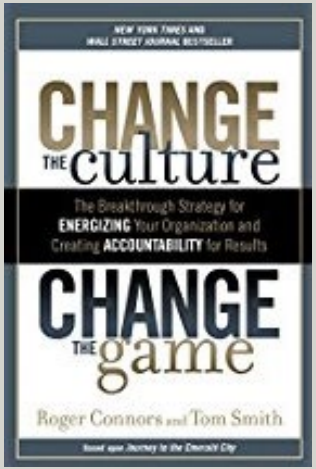


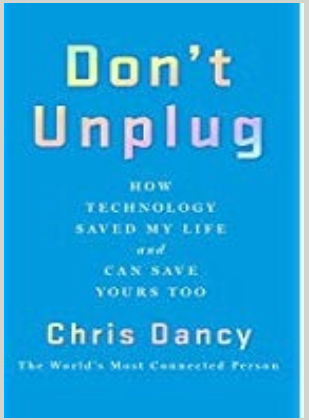
Communication

- Intentional to audience (use their words)
- Direction of Communication - Pain/Gain – Physical/mental/spiritual (society)
- Communication to Subconscious mind – stronger influence/acceptance
- Communication to Conscious mind – learning mind (simulation, actions)
- Communication overload – Creates path to unconscious mind
- Practice what you communicate
- Check for understanding in each capability/function

Communication Examples

- **Initial to specific audience**
- **+Reminders - Influencers**
  - Technology
    - iPhone
    - Schedule events – “remember to..”
  - Verbal (like with kids)
    - Don’t forget to….
  - Written
    - Posters
    - Post it notes (cursive, remove and replace)
    - Emails, etc
- **Culture change + RACI + Beliefs**





OCM Communication - Power Words

Empowering People

- Rapport
- Trust
- Permission
- Beliefs
- Change and Anchor
- Linguistic bridges

- Simulate imagination (vision or previous thought)
- Activate senses
- Associations
- Linking things that don't go together

- Imagine
- Because
- And
- As
- Which means
- Notice

- Just Pretend
- The more
- Every time
- Suppose
- Remember
- What would it be like
- Realize
- Sooner or later
- Find Yourself

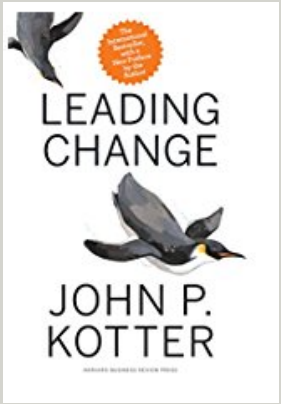
OCM Communication - Power Words

- Repeat key theme/words
- Use examples
- Metaphors for understanding concepts
- We/our/you context
- Relate to known beliefs and language
- Specific examples for grounding and connection to subconscious knowledge

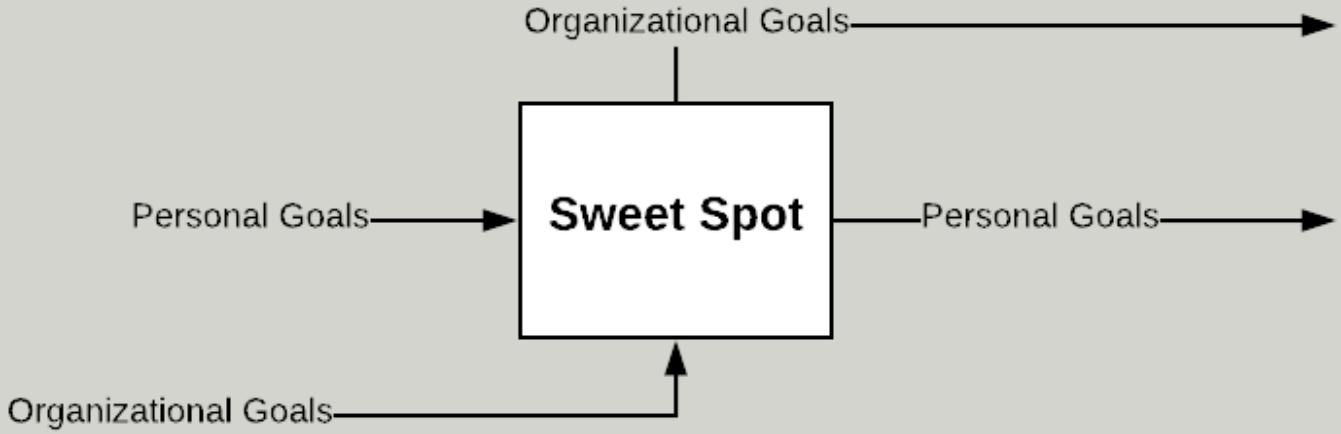
- Remember Famous speeches
  - Martin Luther King
  - Nelson Mandela
  - Queen Elizabeth
  - John F. Kennedy
  - Abraham Lincoln

Changing the Mindset

- People make the Difference
- Each team requires communication in their language
- Communication Modalities - Engagements
- Manage to constraints especially political and referential power
- Create trust with RACI, process design, beliefs
- Understand current state, Keep the end in mind, there are many roads
- Focus on connecting social, economic, and psychological value
- Understand Beliefs
- As a leader, sometimes you have to change your mindset



The Organization and People



“I’ve learned that people will forget what you said,
People will forget what you did,
But,
People will never forget how you made them feel”

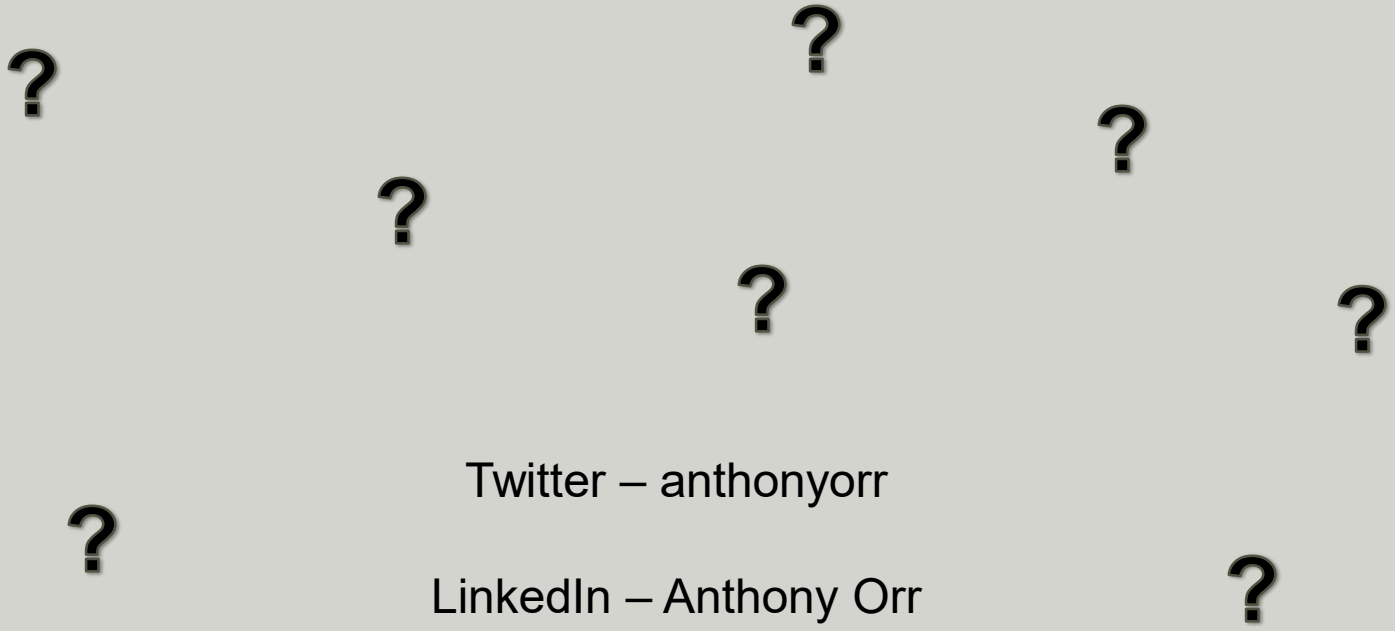
- Maya Angelou

KEY TAKEAWAYS

- Empower People
- OCM Challenges
- Understanding People for Change Management
- OCM Process integration and usage
- How to Influence People and Change Mindset
- Reference Material

LESSONS LEARNED

- How to address People Challenges
- Better Understanding of People for managing Organization Change
- People and Organizational change processes how they work together
- How to Influence and communicate to People positive organizational change



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