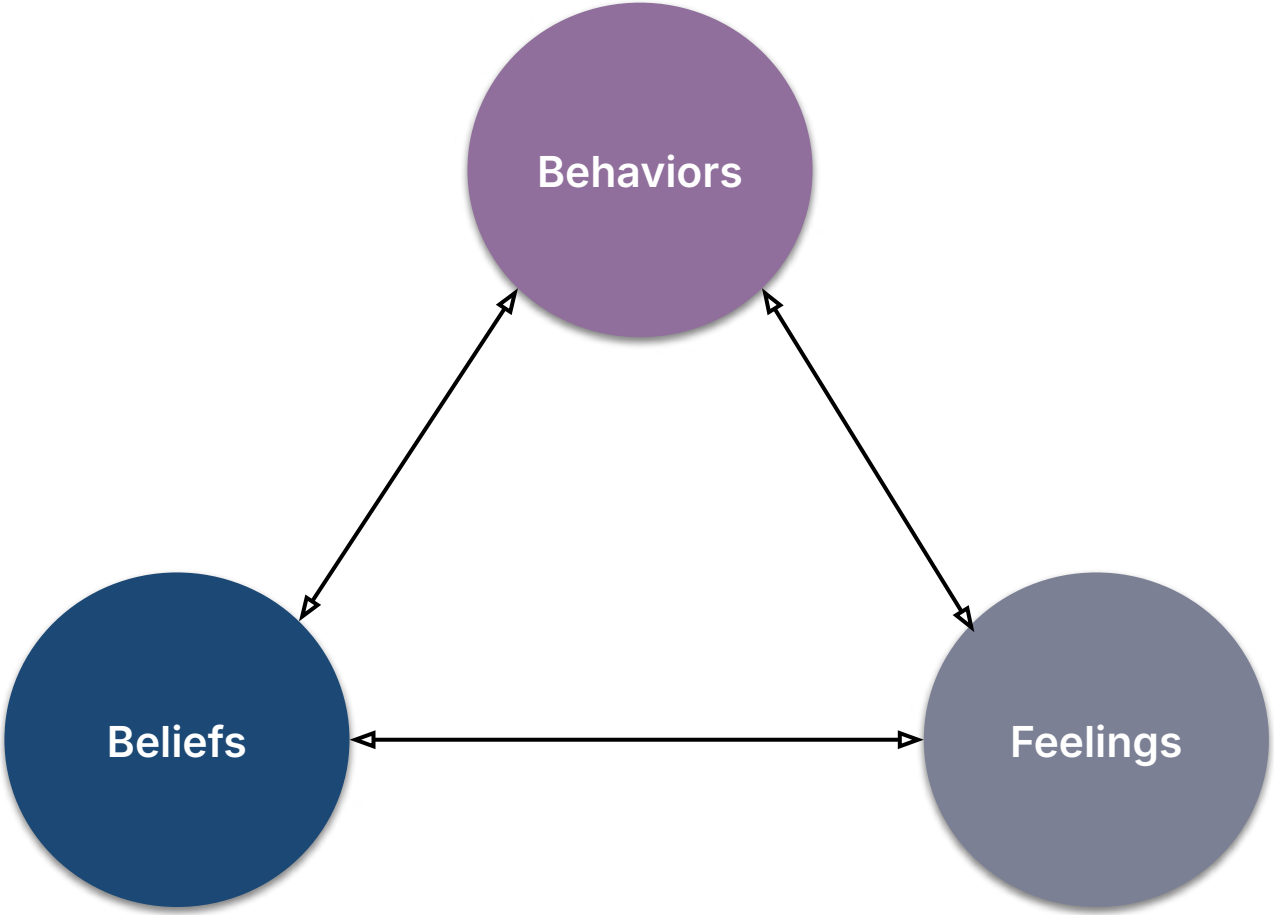
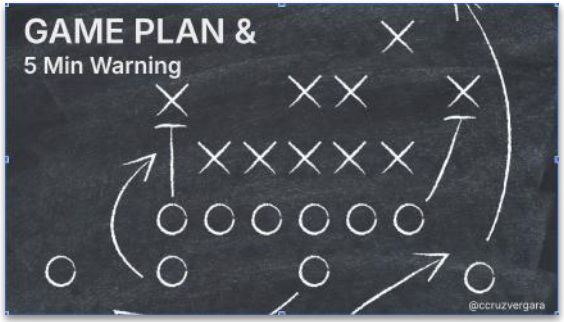
Leading Change & Creating Buy-In

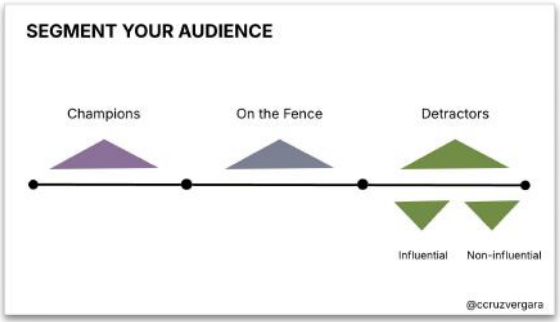
Christine Y. Cruzvergara


Behaviors
Beliefs
Feelings

5 Principles of Change Management











@ccruzvergara

PAY OFF RULE

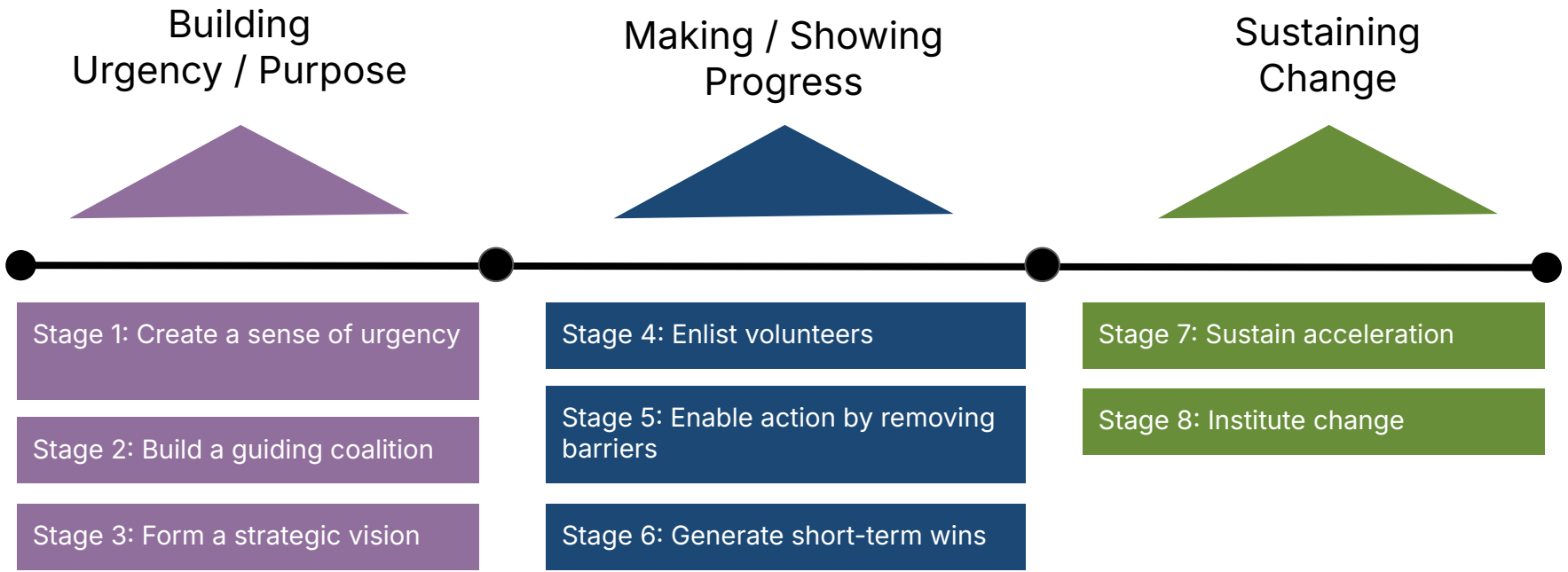
GAME PLAN &

5 Min Warning



@ccruzvergara

Kotter's 8 Stages of Change



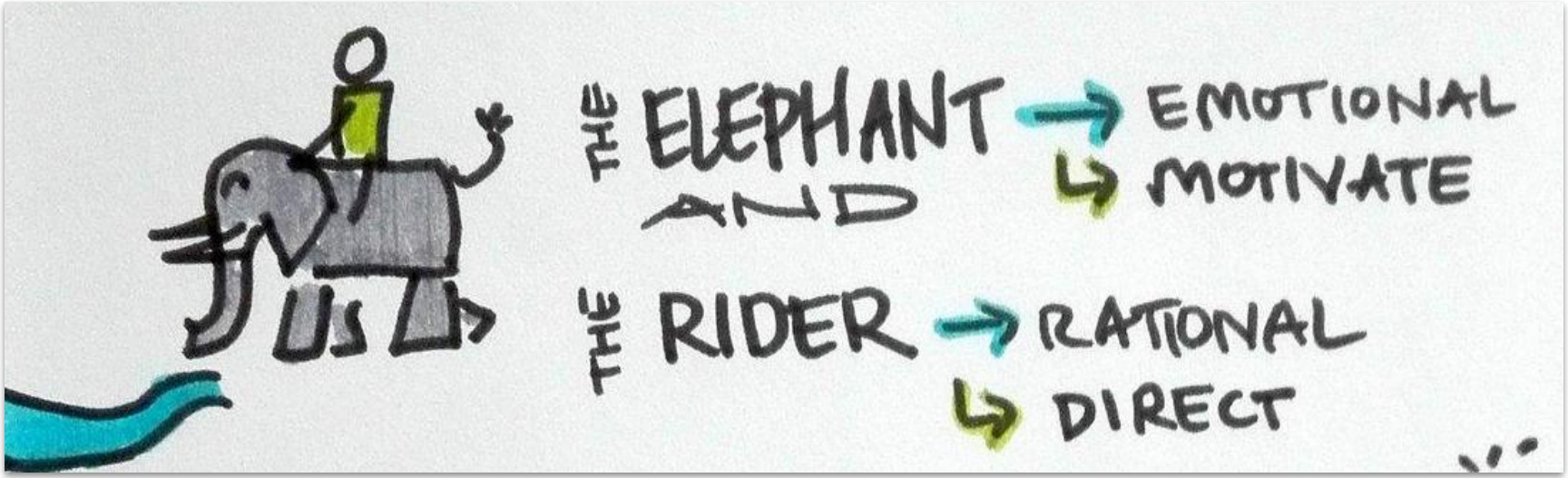
Dan & Chip Heath's Framework

1 — Direct the rider

2 — Motivate the elephant

3 — Shape the path

Change includes both the rational and emotional

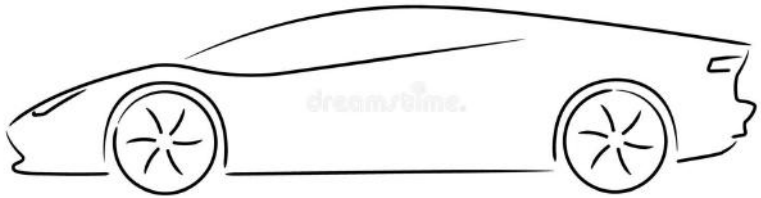


Frames



Frames are simply the term psychologists give to the theoretical filters or categories our minds use to help us store, manage, and interpret the meaning of information.

- The car is blue — **AESTHETIC**
- The car is for sale and priced at $30,000 — **ECONOMIC**
- The car is 3 years old — **HISTORICAL**



Frames

Step 1: Identify your colleagues' frame

Listen carefully to how your colleague understands the world. The type of frame they may be using determines how they'll perceive and respond to what you say and do.

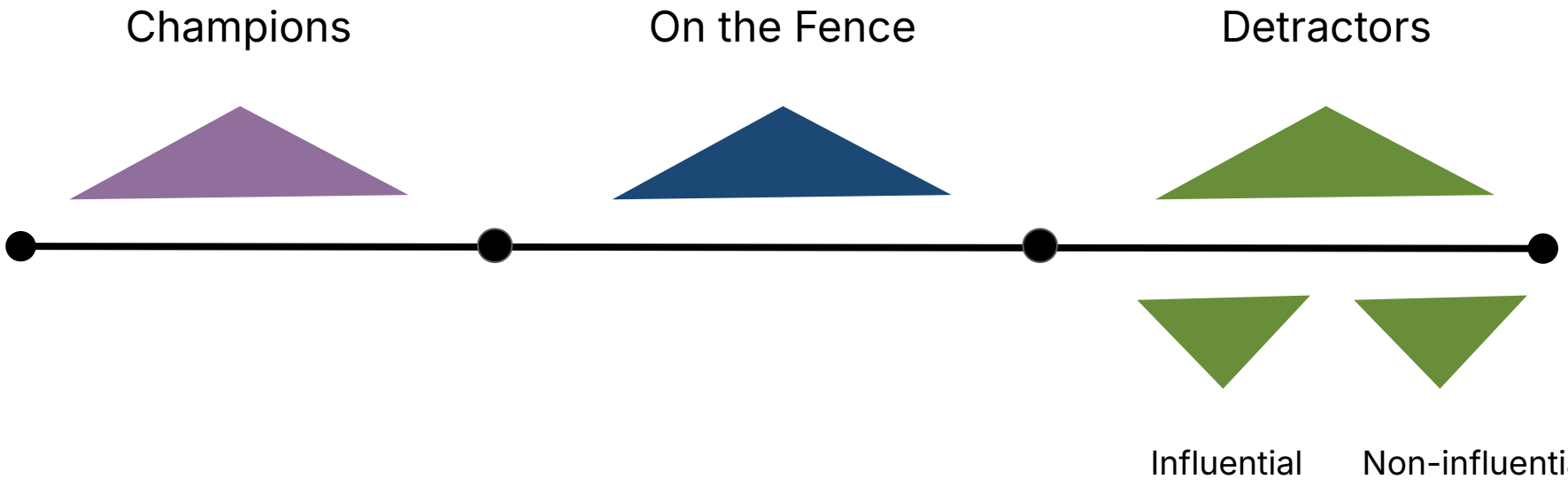
Step 2: Change their frame by changing your position

Always start by acknowledging what matters to them at the core (this shows people you've heard them). Mirror their language and remember, this is a relationship and a conversation, not a debate.

Step 3: Use frame-changing scripts

Reframe the disagreement around a shared belief, using their frame (existing belief). Influence by finding enough common ground. Key to creating buy-in is to understand the other person's perspective first, then link the beliefs supporting their perspective to your argument

SEGMENT YOUR AUDIENCE



Daniel Pink's Discussion Mapping Activity

The point of this activity is to identify:

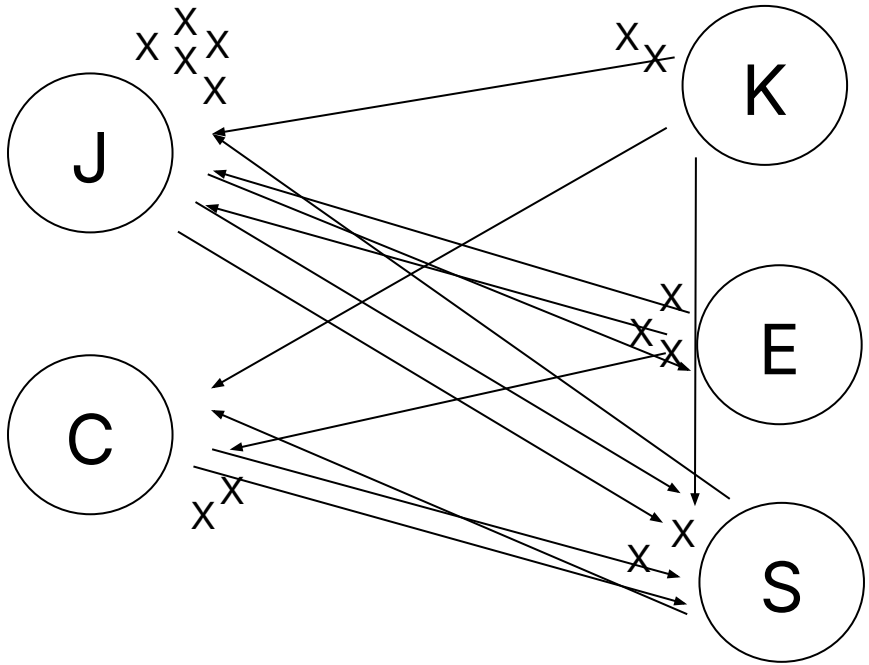
- Key influencers / decision-makers
- Concentrate your persuasion there

Key:

- Circle / initial = individuals
- X = who spoke
- Arrow = who they spoke to

What to pay attention to:

- **Who is spoken to the most**
- **Who does the most influential person speak to**
- Sometimes the person who speaks the most is the one who actually struggles for influence



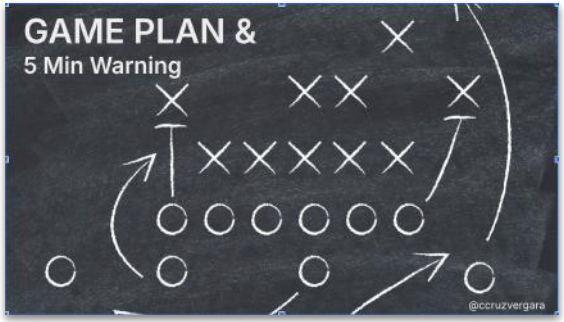
7:1 Ratio

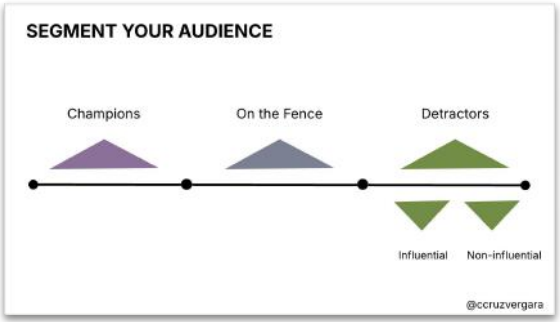



TURN ONTO THE GRASS
@ccruzvergara

5 Principles of Change Management











@ccruzvergara

Questions?