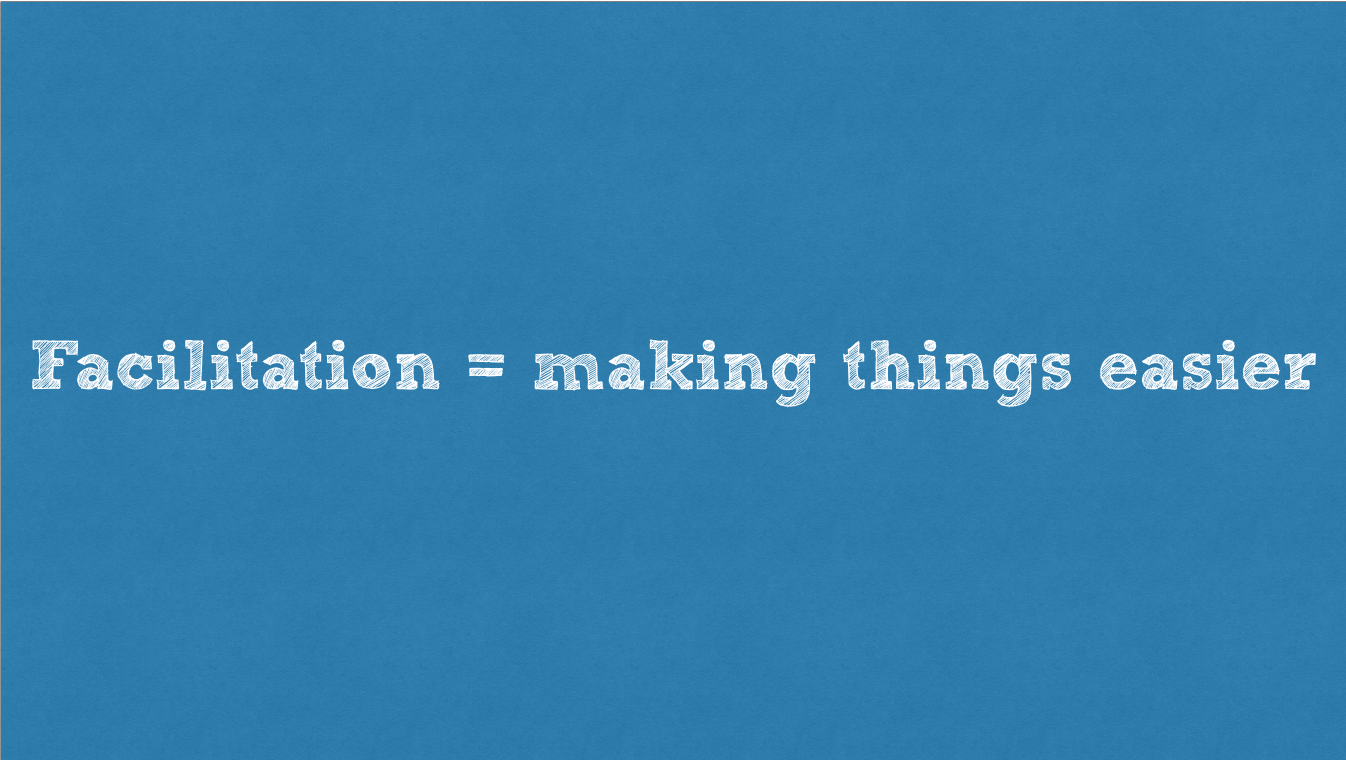




Hello, I'm John Foster... XXX (appropriate introduction)



Facilitation = making things easier

15 minutes Warm Up

We're going to start with a few fun activities to warm up and help us think about what we're thinking about.

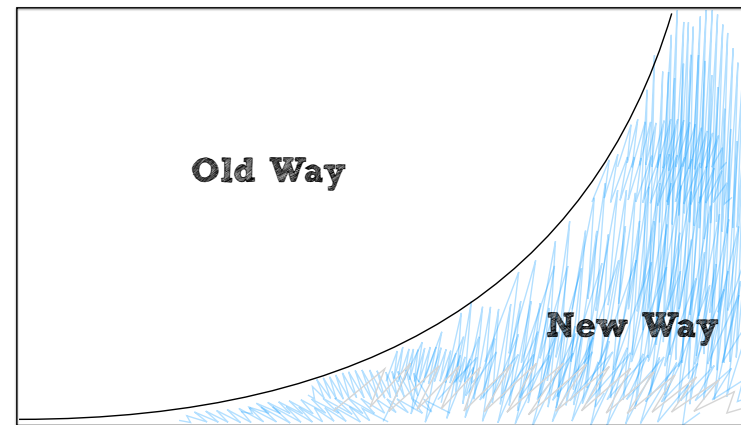
1. “Cogs” activity (5 minutes). Break into pairs and select a Driver and a Doer. The Doer gets blindfolded and the driver makes a “task” by crumpling paper into a wad and throwing it into an open space on the floor. The Owner sets a timer and a target and says “go!” Drivers then tell the Doers how to get a paper wad and place it in a trash can. The goal is to get as many tasks done as possible in the allowed time. Try again where the Doers leave the room with one Driver who has a card of specific instructions. When the Owner says, “Go” everyone re-enters the room (with no blindfolds) to accomplish the tasks. The card of instructions explains that each paper wad should be unfolded and placed in the trash can with a corresponding number. Compare the two methods for efficiency and engagement. How is your workplace like this activity?

2. “Arm Wrestle” activity (5 minutes). I need two volunteers who are very strong and interested in winning as many M&M's (could we get poker chips?) by arm wrestling an opponent. Each time a person “wins” the wrestling match, the winner gets an M&M/chip. After they wrestle a few times, ask, “Does anyone have advice for how they could be more successful in the goal of the game?” Eventually probe their thinking to discover they can win “more” if they cooperate versus compete.

Debrief (2-3 minutes)

How would you describe your mindset going into these activities? What assumptions did you make? How did they affect your behavior?

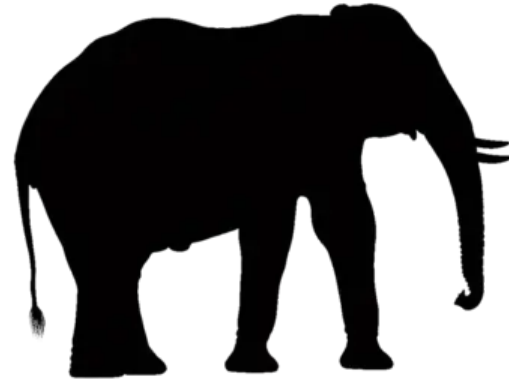
Hold the Space



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Change can be excruciatingly slow, and feel like it's not happening at all for a long time. Leading change requires presence and clarity to be alone in the effort and able to “recruit” others to adopt new ways at a personal level. As more people see the “new” as a good option and join the effort... even if only by demonstrating the new ways (versus advocating), the transformation builds momentum. Early adopters lead to broader participation and eventually an exponential shift. The beginning can be as simple as recruiting one “new joiner”

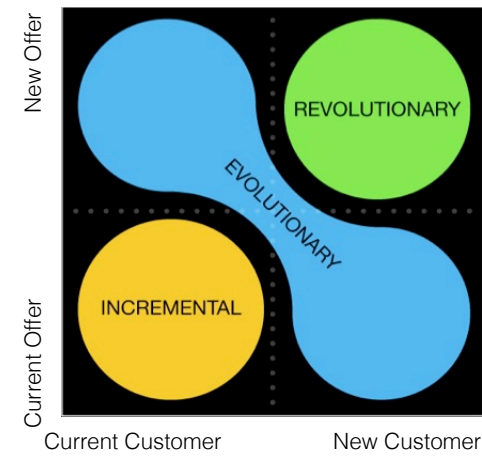
Gather Perspective



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Maybe you've heard the old parable about the 6 blind monks describing this strange animal they've surrounded... Depending on our perspective, we see different things. Our skills, experiences, perceptions, cultures, and training (among others) influence what we perceive and understand.

Clarify Options



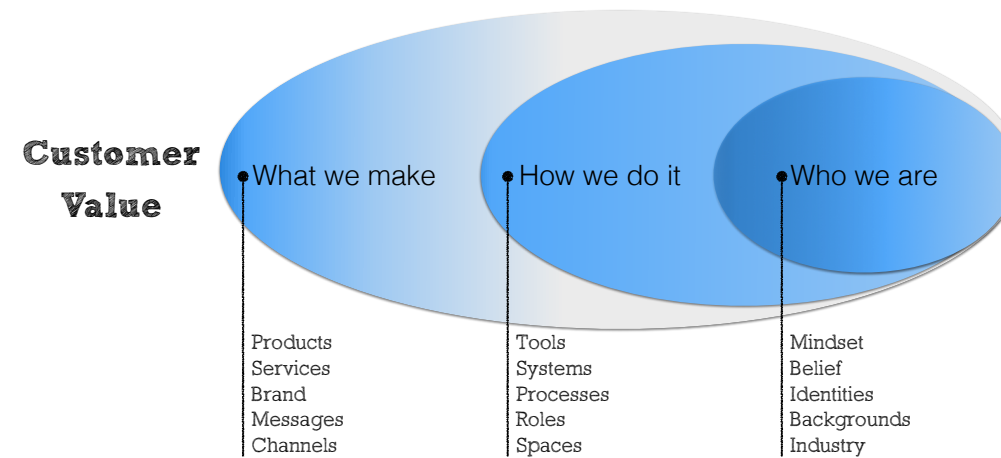
[Chart by IDEO]

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Different perspectives bring different ideas. Help people engage and explore the possibilities to understand the trade-offs and align on a plan.

Start With Your Customer

Leading change from the outside-in

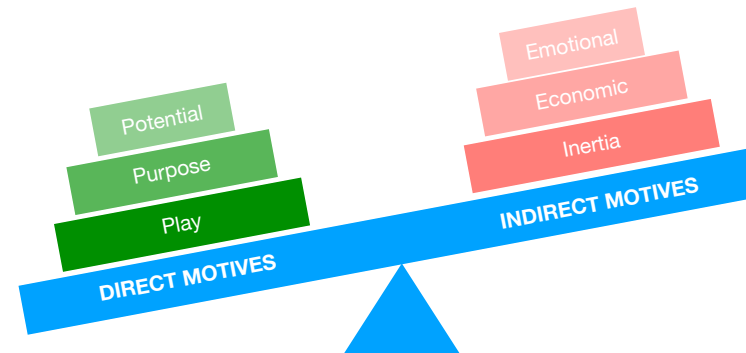


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The biggest, most important lever you can pull to drive change in a company is the CUSTOMER. Even if you are in a not-for-profit organization, the people you serve are always the best source of fuel to drive real change. Starting with “yourself” as the reason to change loses steam immediately in the face of existing behavior that is set up to deliver value and generate profits. Since that is the core reason to exist as an organization, it’s a great place to start creating a business case to support a transformational change.

Leverage Motivators

Emphasize intrinsic motivators and reduce extrinsic de-motivators

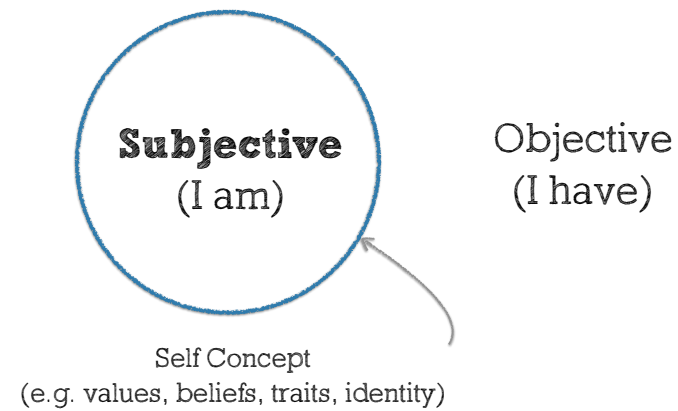


Resource: Primed to Perform

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Motivation at work often comes in the form of extrinsic motivators... pay, persuasion, perks, threats, etc. dominate the array of techniques most companies use to get work accomplished by people that work for them. The fear of automation taking away jobs is the final chapter of the industrial model, where we've all been human machines that exist to perform tasks that have not yet been mastered by technology. The real work of being human consists of creating new things, delivering care, and solving difficult problems. What motivates adults to "work" is the opportunity to relate to others through service or collaboration, develop their full potential by being stretched, learning, and exploring; or simply doing the things we most enjoy. These factors lead to much higher engagement and should be built into every reciprocal agreement about work.

Personal Transformation



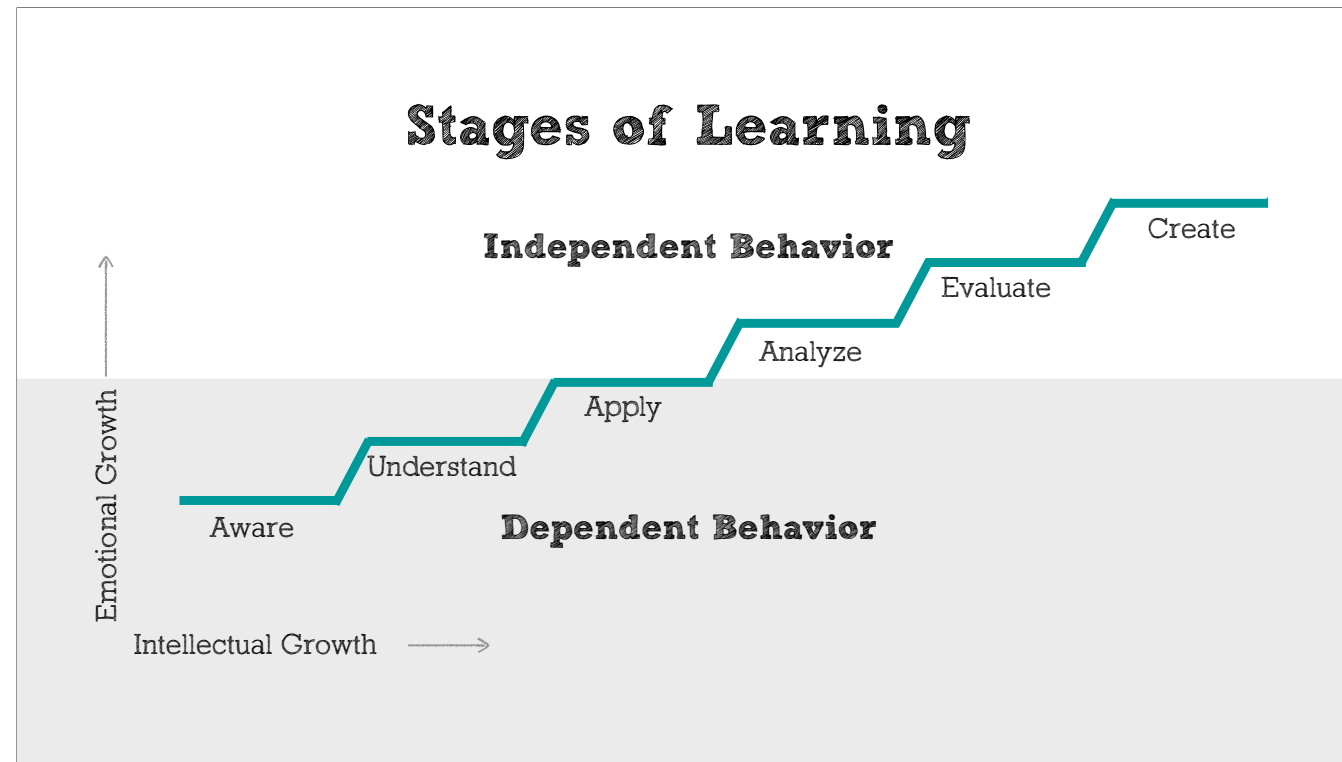
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As I just pointed out, one of the powerful intrinsic motivators is “potential” which is the opportunity to achieve, grow, and learn. Ironically, this is actually hard and many people back off when faced with the challenge. When facilitating change, you need to tap into intrinsic motivators and provide support for overwhelming challenges to tap into this motivation.

According to Robert Kegan, psychologist at Harvard, people have to make the “subject to object shift” through personal transformation this is a “whole person” challenge (i.e. intellectual, emotional, social, spiritual, even physical). move from self concepts that define us to self concepts we can look at objectively, reflect upon, engage, control, and connect to something else. In a word to “choose” who we want to be and how we want to behave or in terms of Bloom, create ourselves.

Kegan's Stages of Adult Development

- Stage 1 — Impulsive mind (early childhood)
- Stage 2 — Imperial mind (adolescence, 6% of adult population)
- Stage 3 — Socialized mind (58% of the adult population)
- Stage 4 — Self-Authoring mind (35% of the adult population)
- Stage 5 — Self-Transforming mind (1% of the adult population)



The process of transformation takes time as people grow to understand it. This usually comes in a series of steps not one sudden break through.

Bloom's Taxonomy is a framework for understanding personal growth and designing programs that help people grasp difficult concepts. It's helpful to understand that change is a journey, and it may involve several stages of personal transformation before someone really "gets it".

A complex contagion may require a "campaign" with several chapters in a sequential "roll out" before it spreads to everyone. The key question for you to ask about the stakeholders in your mission is what level of behavior do I need from them to call this a success?

**You can lead a horse to water,
but you can't make them drink**

Thank you for your time!