



Turning Ideas into Action...

How to Get Buy-in to New Ideas and Innovation

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Our Perspective...as We Leave the Conference

...Lots of Great Ideas to Bring Back to Our Workplace

Tools for
Cyber Risk

Disability
Management

Diversifying
Operations

Legal Insights

Absence
Management



Their Perspective... Here We Go Again!

Most employees would just as **stick with what is!**

More Work

Flavour of
the Month

You Want
What!

This will
Never Work



80%

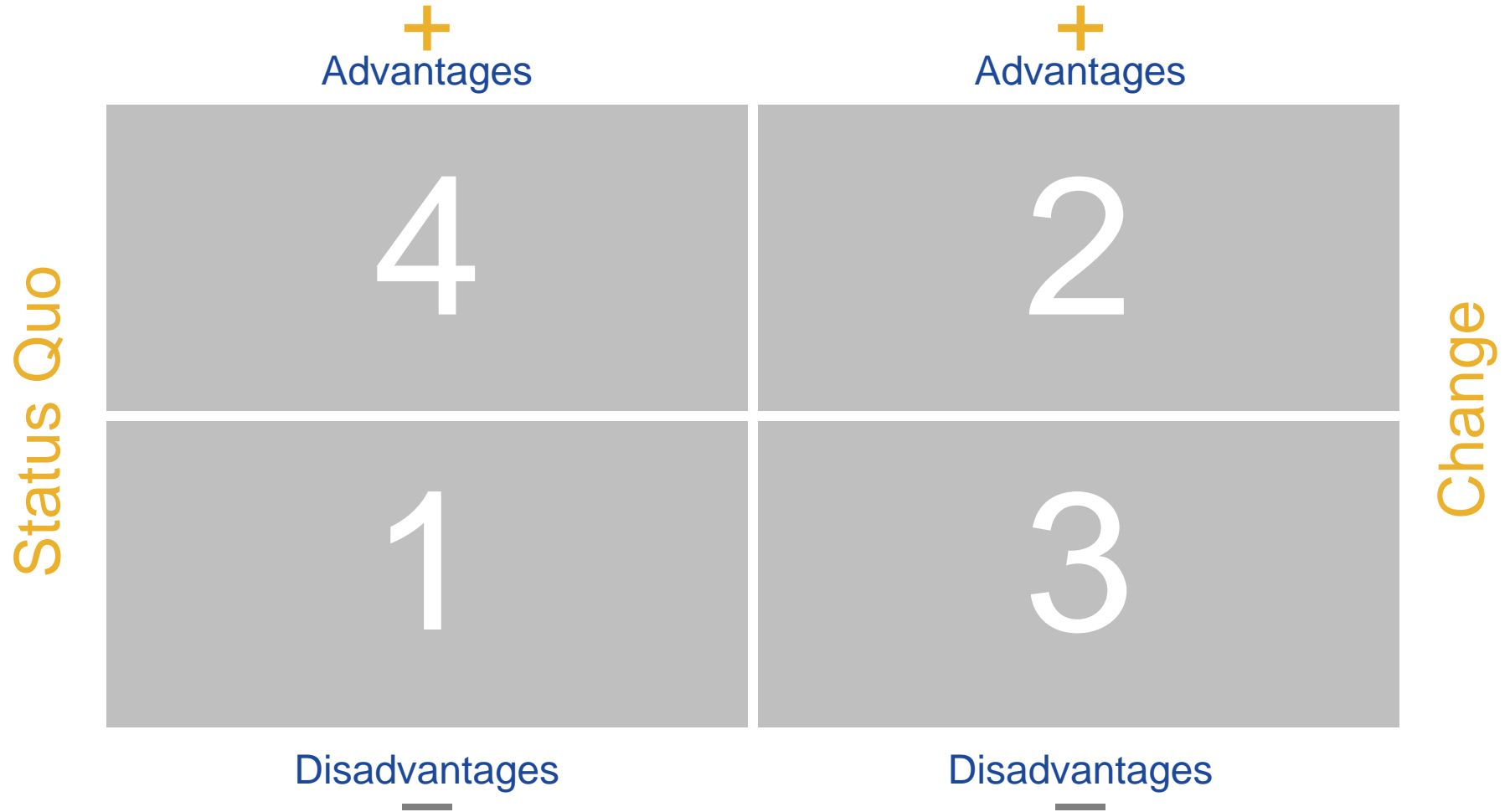
Start in “Resistance”



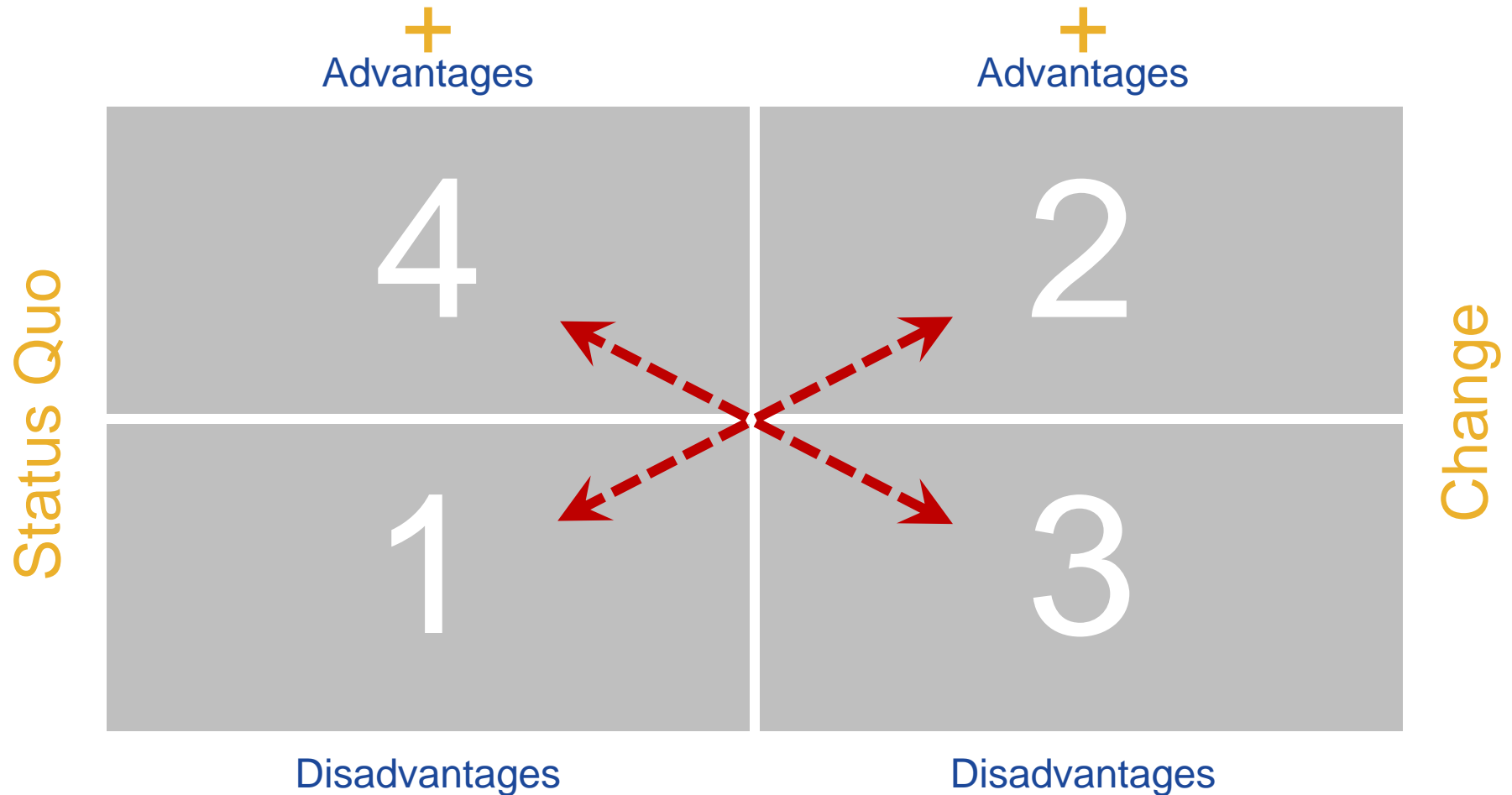
“Whatever it is... I’m against it!”

(Groucho Marx)

Change Communications



The Natural “Disconnect”



- The “natural” persuasion pattern is to present only quadrants #1 and #2
- The “natural” thought pattern for others is to focus on quadrants #3 and #4

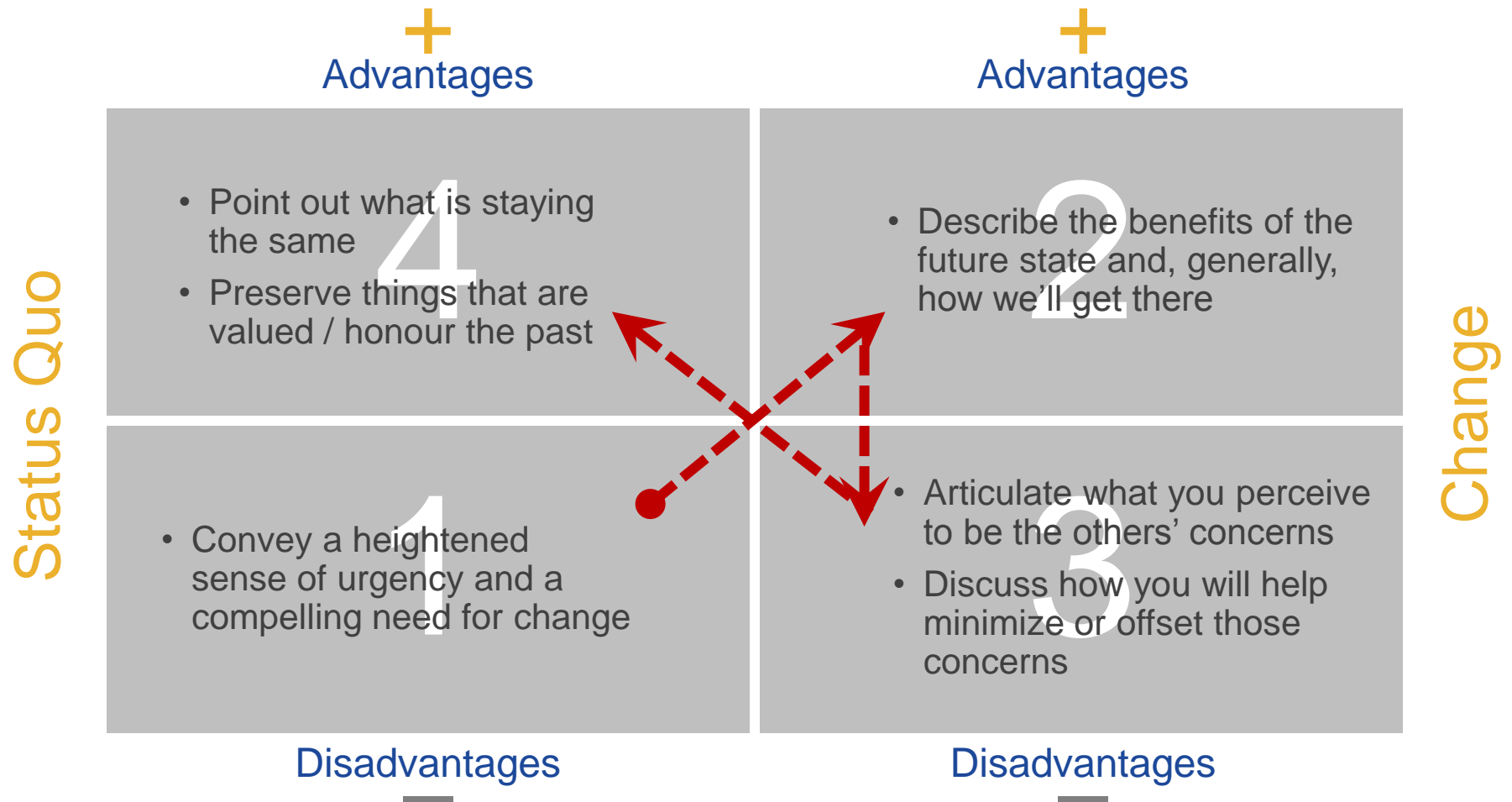
Communication Challenges...

“The clearer you are about the ‘truth’ of your point of view, the clearer I am that you don’t have a clue about the truth of my point of view”

(Barry Johnson)



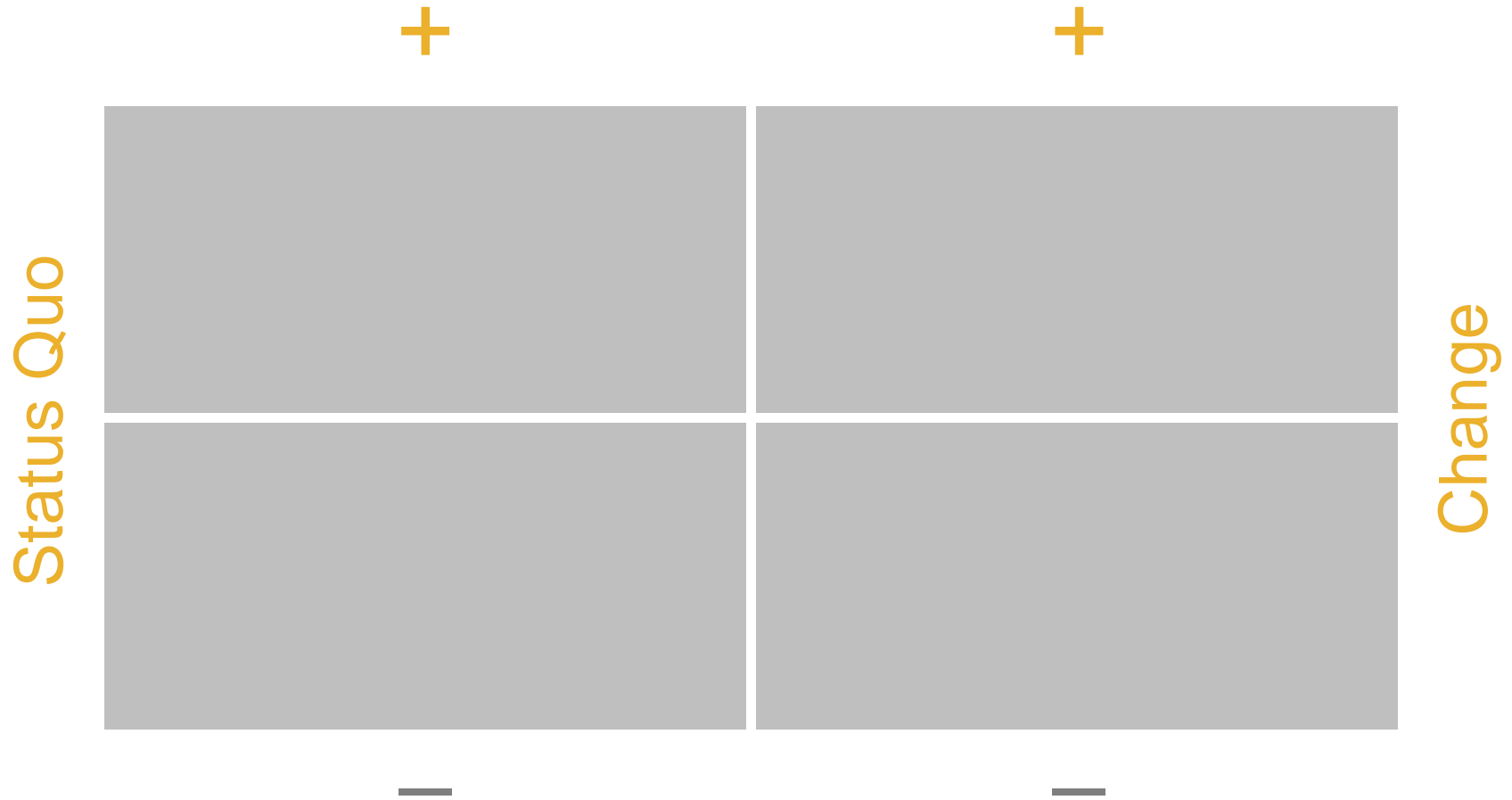
Strategic Influencing (4-Box) Model



Applying the 4-Box Model...

1. Identify a workplace change that you are familiar with.
2. Using the worksheet, capture your group's ideas regarding what content would go into each box. Specifically:
 1. **What is wrong with maintaining the status quo** / why do we need the change – what would be the downside “pain” if we continued with the same?
 2. What are some **anticipated benefits** of making this change?
 3. Why would the stakeholder group being **not want this change** – what would be their concerns (sources of “resistance”)? Is there anything we can do to **help offset or lessen** these concerns....?
 4. What are the things the stakeholder group **values that won't be impacted even after** the change is undertaken? What needs to **stay the same..?**

Worksheet



Tips for “Box #1”

- **Don't underdo Box 1** – it is important to present a compelling case for “**why** change”
 - “**Ground it**” (Don't hover at 10,000 feet)
 - Use **facts and examples** that would resonate with those being asked to change
 - **Cascade** your examples to the ground level by asking..., “the **implications** of which are...?”
- Never make it “**personal**” – focus on the **problem**, not people
- Recognize that **others may need much more convincing** than what you require
 - Spend **significant time and effort** on Box 1



Tips for “Box #2”

- **Don't overdo Box 2** – remember that about **80%** of your audience is **least motivated** by this box
 - By “cheerleading” this box, you risk **losing the attention and trust** of most of your audience
- **You can return to Box 2 later – i.e., as “Box 5”**
 - There are benefits worthy of discussion but the key is to **ensure your audience is listening**
 - Once the audience has thoroughly explored boxes 1, 3, and 4, **they will bring their attention to Box 2**; i.e., ... “Tell me a bit more about this change...?”



Tips for “Box #3”

- **You don't need all the answers!**
 - In fact, they don't want you to have all the answers – that would **impede their ability to input and influence** how the change is carried out
- There is a **“Psychological” benefit** to Box 3
 - it **demonstrates positive intent** and that you have made efforts to **understand their needs and concerns**
- You **don't need to be an expert** to come up with 90% of the key Box 3 issues



Tips for “Box #4”

- **Box 4** has a “**calming**” effect
 - In Without Box 4, employees will go to a **worst-case scenario** (“catastrophizing”)
- **Box 4** crystallizes **what needs to be preserved** (i.e., **not** changed)
 - “Don’t throw out the baby with the bath water!”
 - Box 4 reassures employees that **leaders value current elements** that are important and need to be maintained
- **Box 4 is critical** when the focus is on **cost-cutting** and finding “**efficiencies**”

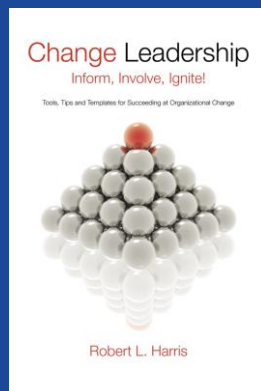


Other Insights to the 4-Box Model...

- The two most critical boxes, initially, to employees are Boxes 1 and 3
- If Box 3 exceeds Box 1 – and you have a choice – seriously consider whether the change is needed now
- When Box 1 is legislated or a political decision, then spend most of your efforts on Boxes 3 and 4



Thank You!



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