

Make Change Happen and The Business of Relationships

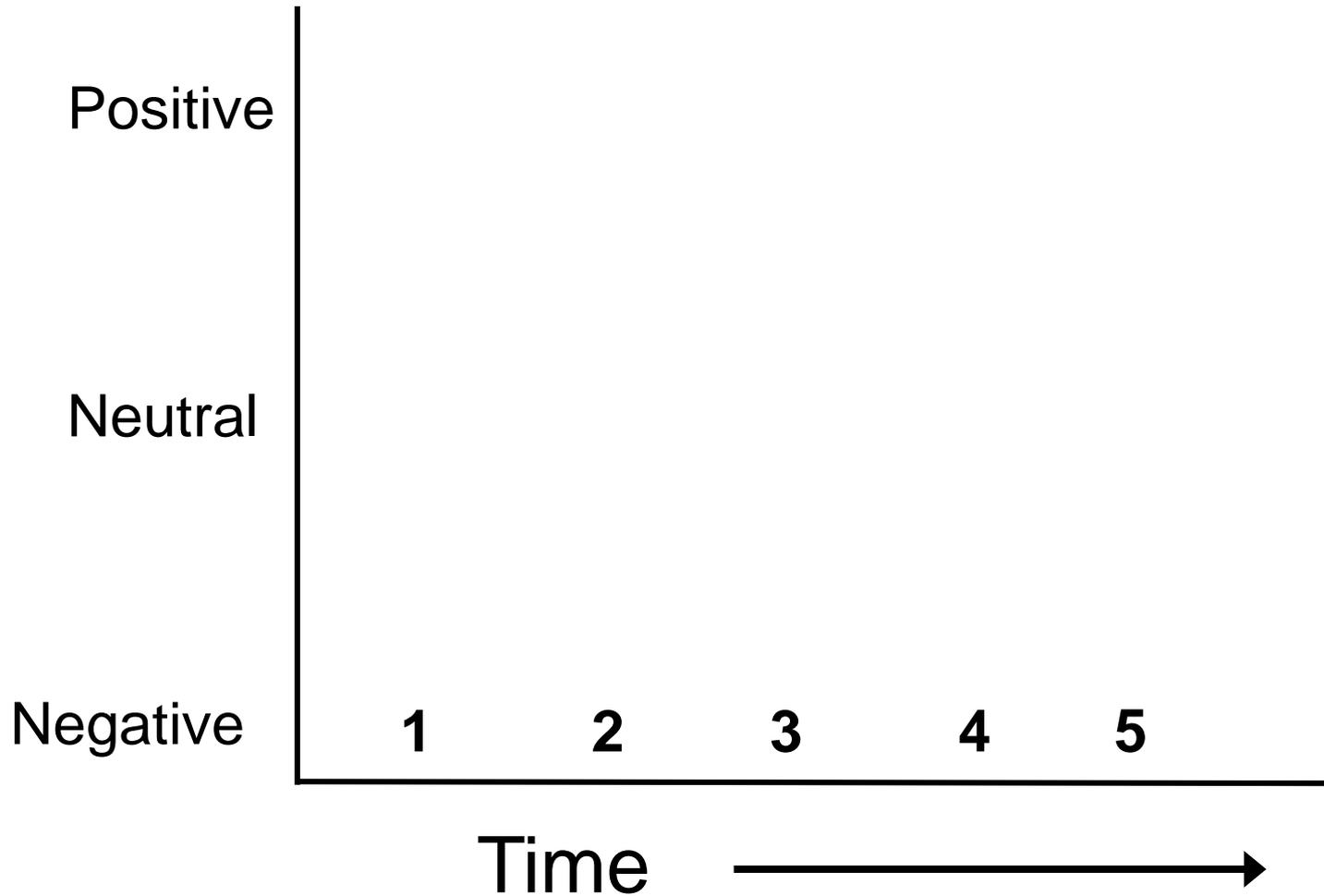
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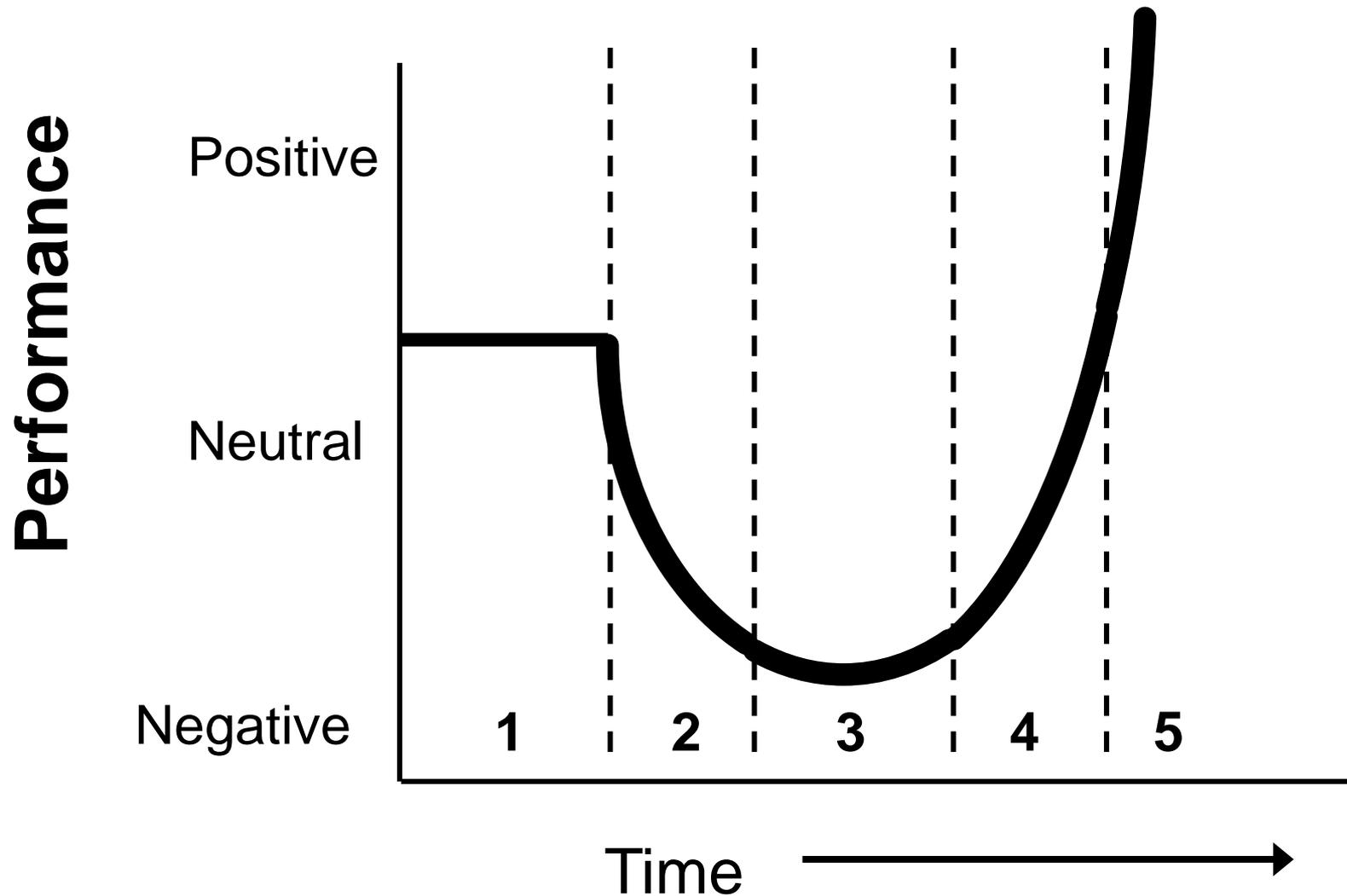
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The Process of Change

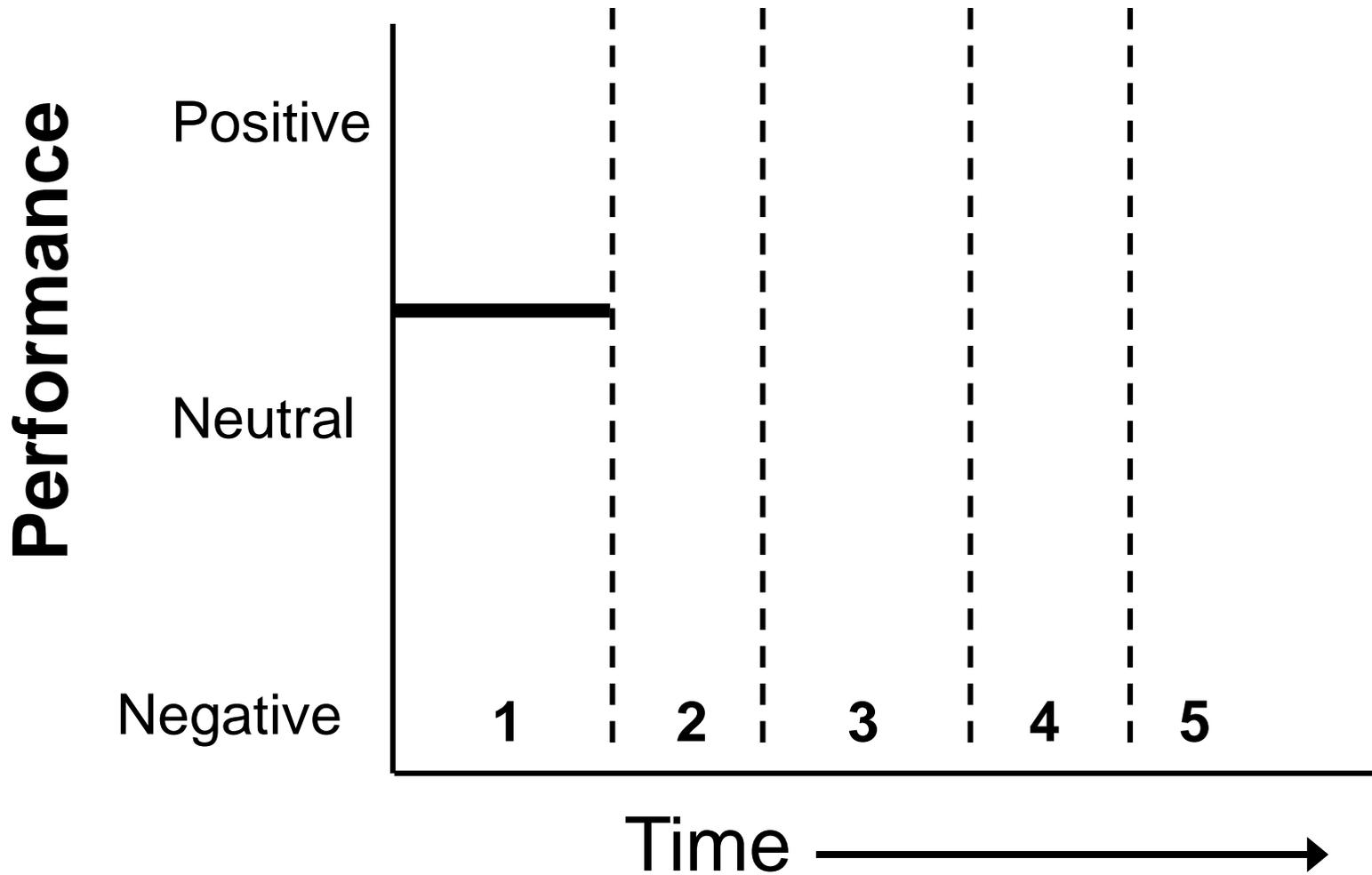
Performance/Productivity



J Curve of Change



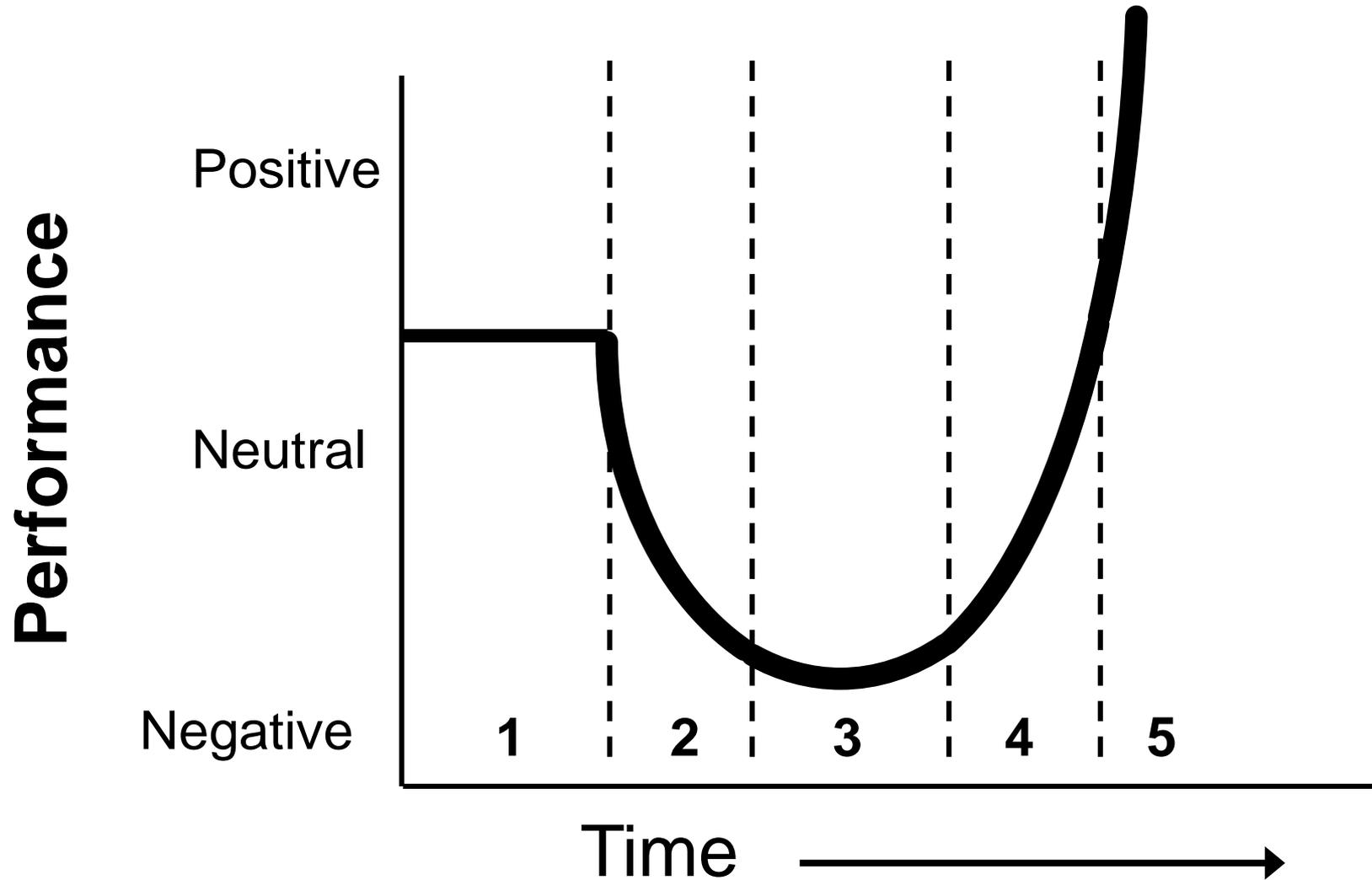
J Curve



Stage 1 – Static Quo

- “Why do I have to change?” **FEAR**
- “What does this mean for me?
I’ll lose a lot and gain very little.”
- “This will never happen...” **ANGER**
- “So, we’ve been doing things wrong.”
- “I won’t be able to do this.” **SELF DOUBT**

J Curve





The Uncertainty Monsters

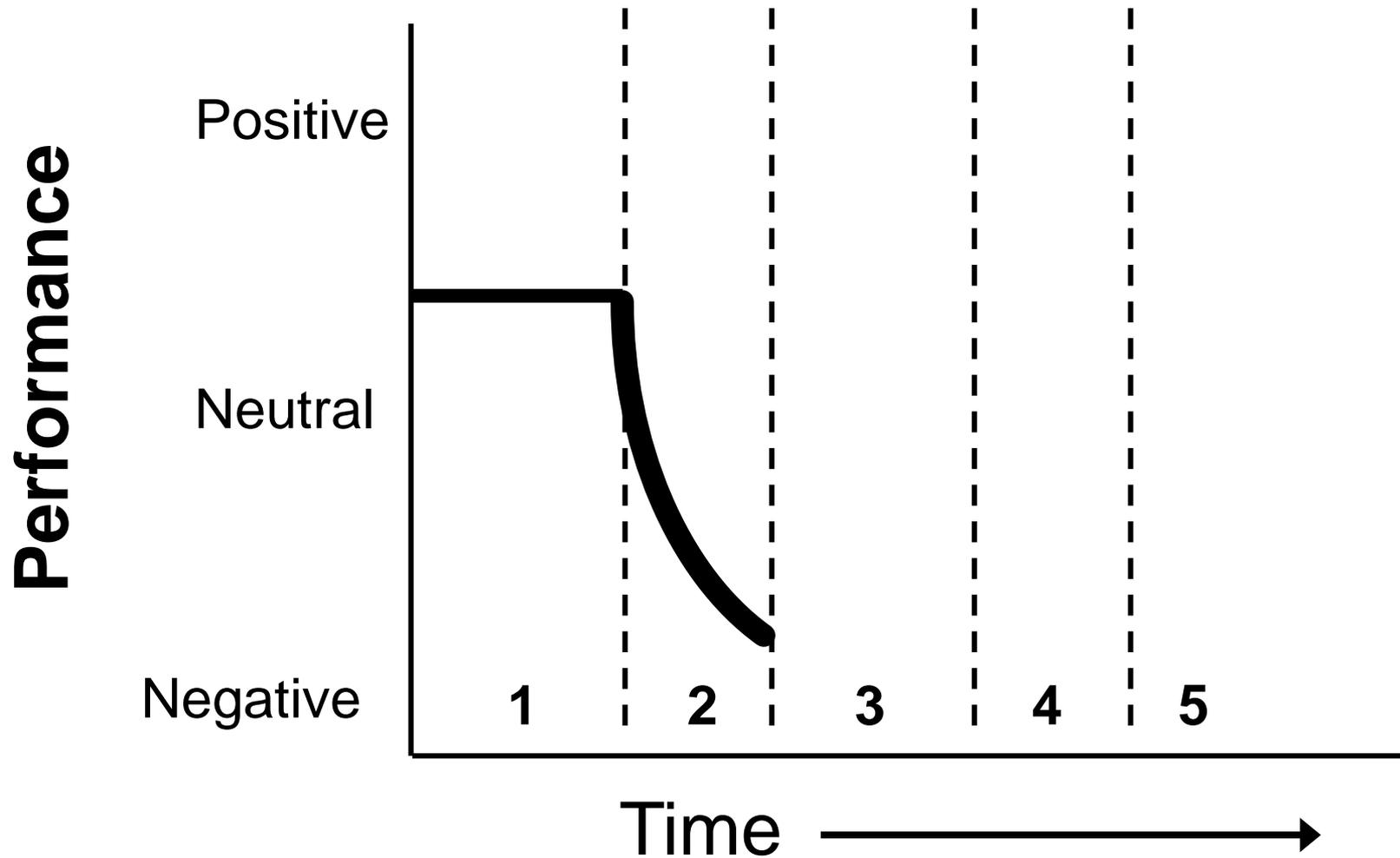
Emotional Cliff

- Imagine the worst
- Distort reality
- Irrational expectations

THE MONSTERS



J Curve



Stage 2 – Taking the Plunge

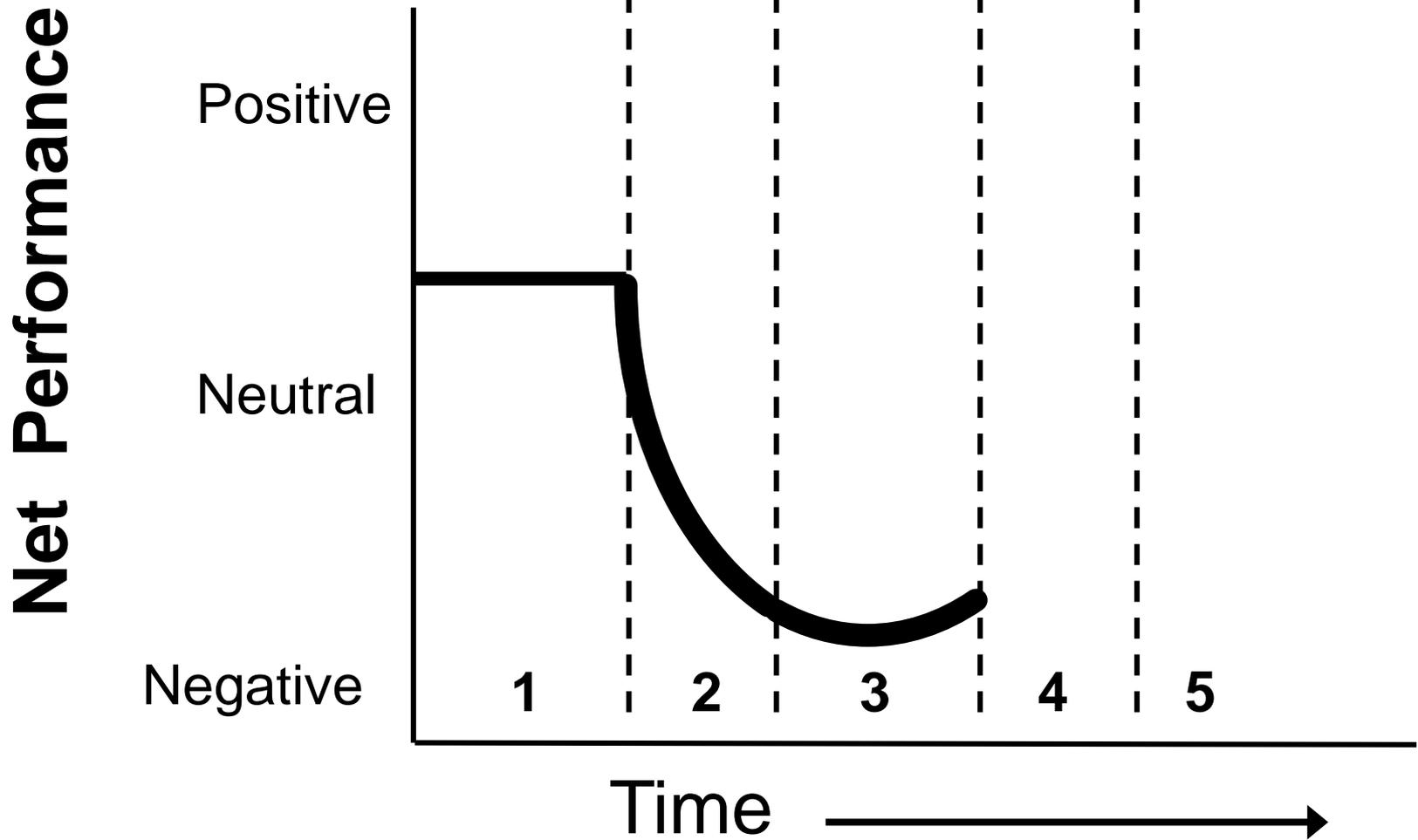
- “I told you so.”
- “I knew this was a mistake.”
- “I’ll never learn to do this.”
- “It’s only going to get worse.”
- “I want my mommy.”

PANIC

FAILURE

ESCAPE

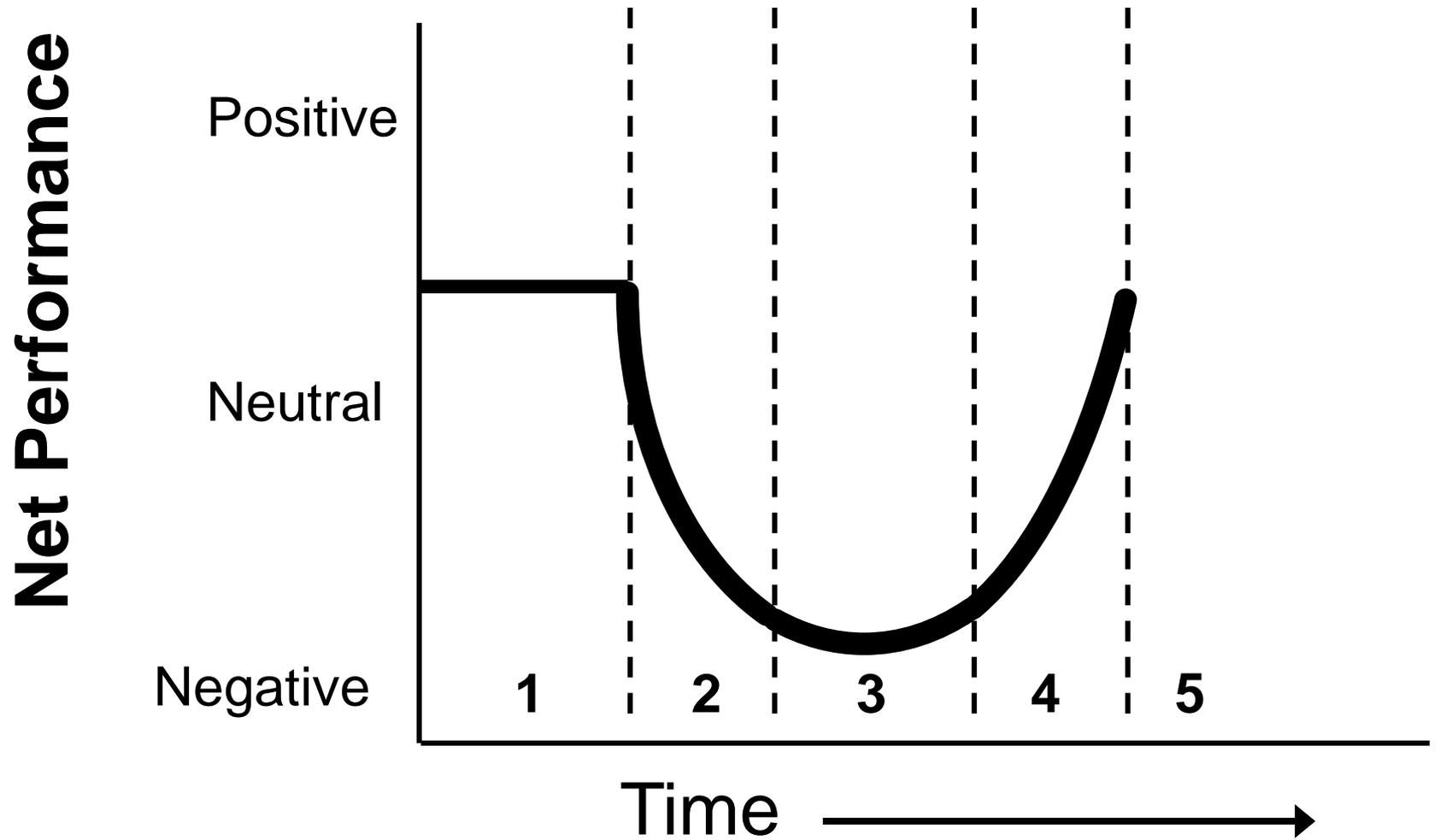
J Curve



Stage 3 – Bottoming Out

- “I still don’t know what I’m doing.”
- “This is just luck.” **DISCOURAGED**
- “At least I’m not failing every time.”
- “Maybe I can sort of do this.” **RELIEF**

J Curve



Stage 4 – Gaining Control

- “This isn’t so bad.”

PLEASURE

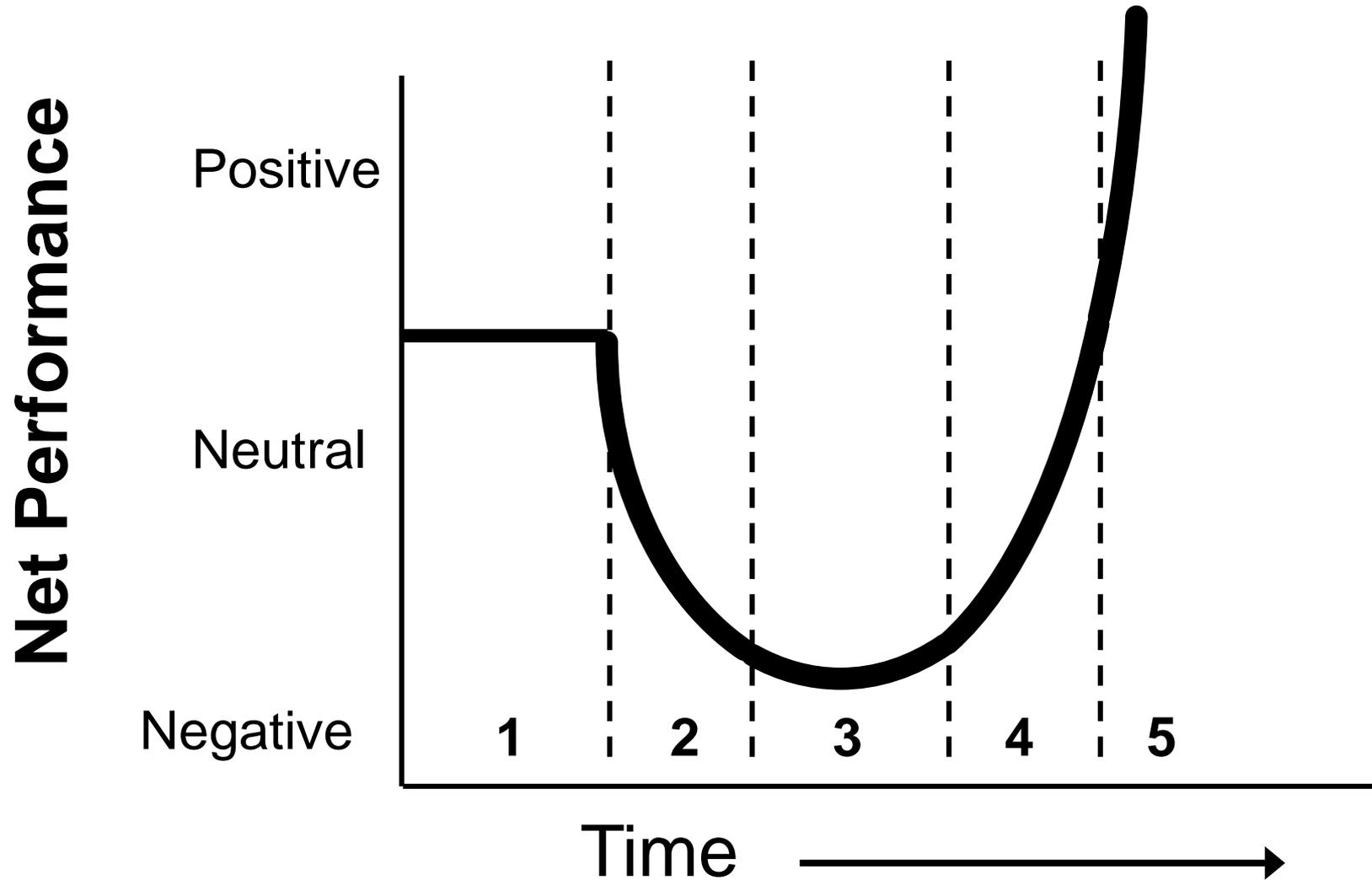
- “I’m better than I thought I was.”

- “We can deal with this if we ...”

- “This is kind of fun.”

CONFIDENCE

J Curve



Stage 5 - Mastery

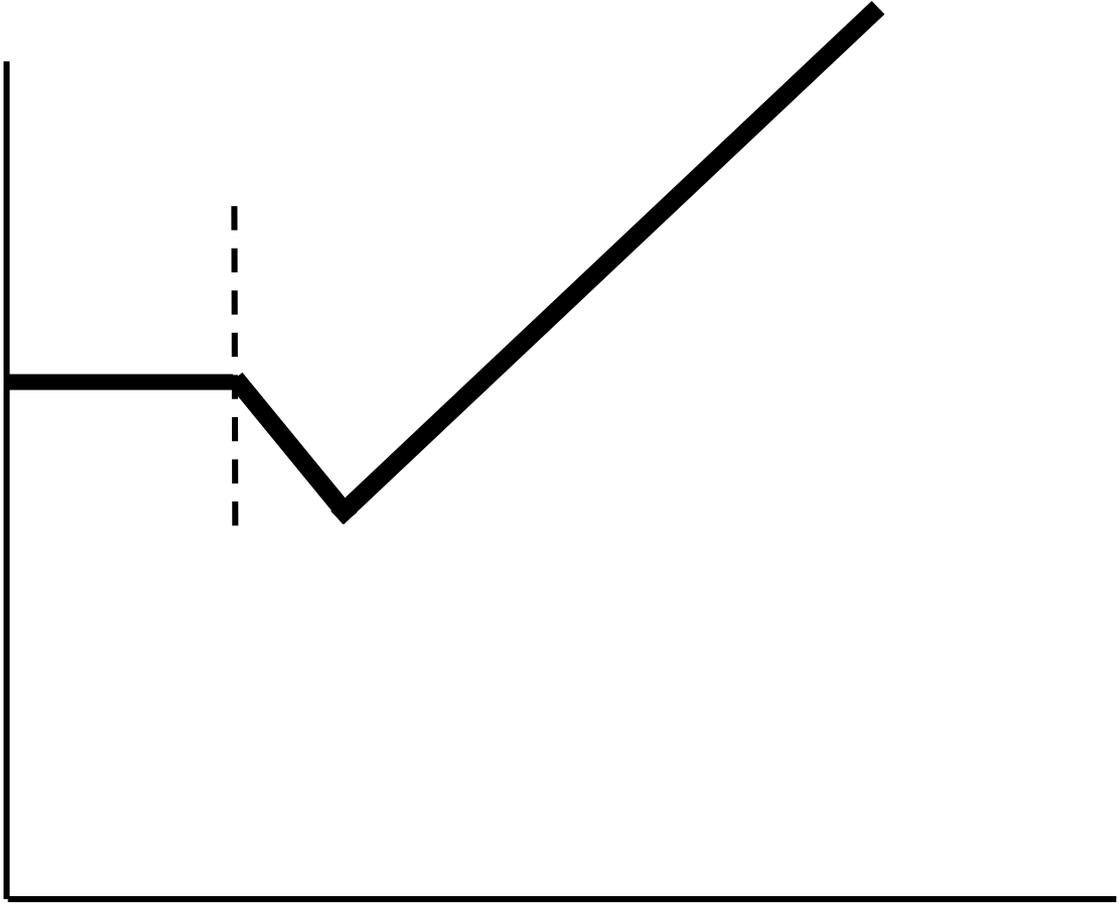
- “Yes!”
- “This old dog can learn new tricks.”
- “I love it, this is great.”
- “Why did I wait so long?”

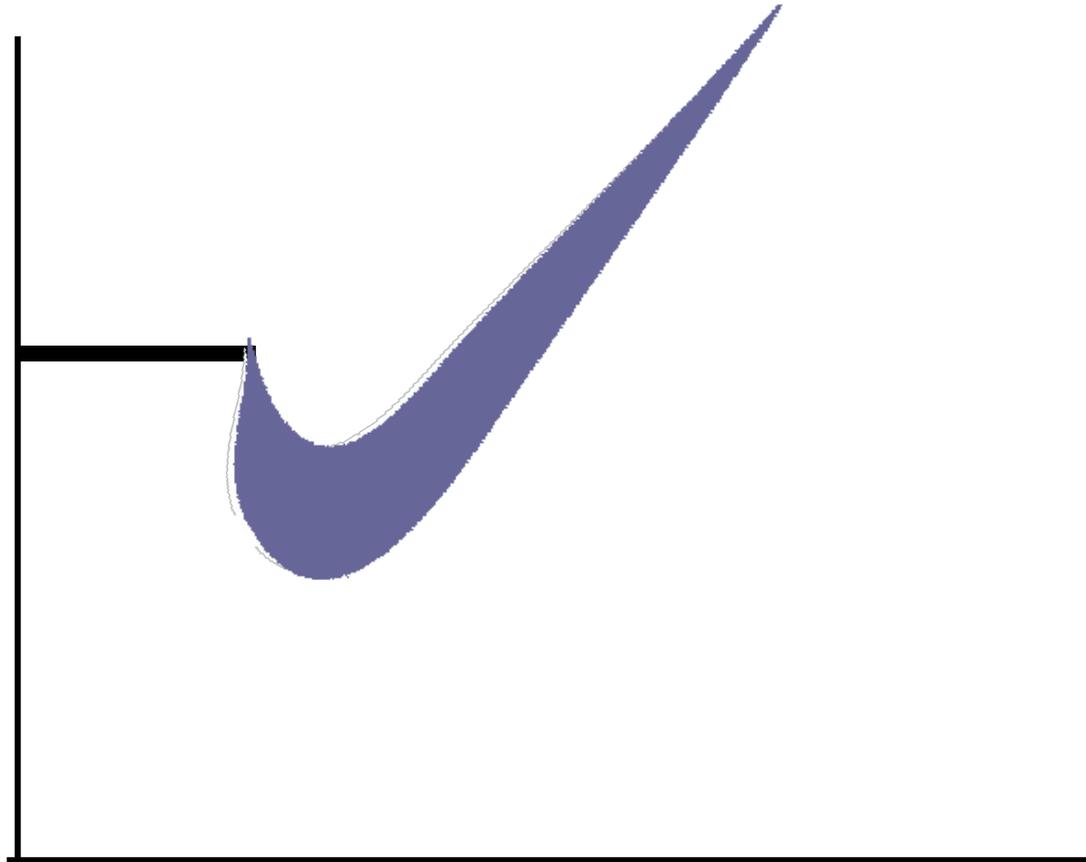
JOY

VALIDATION

Implications of J Curve

- Accelerating the process of change



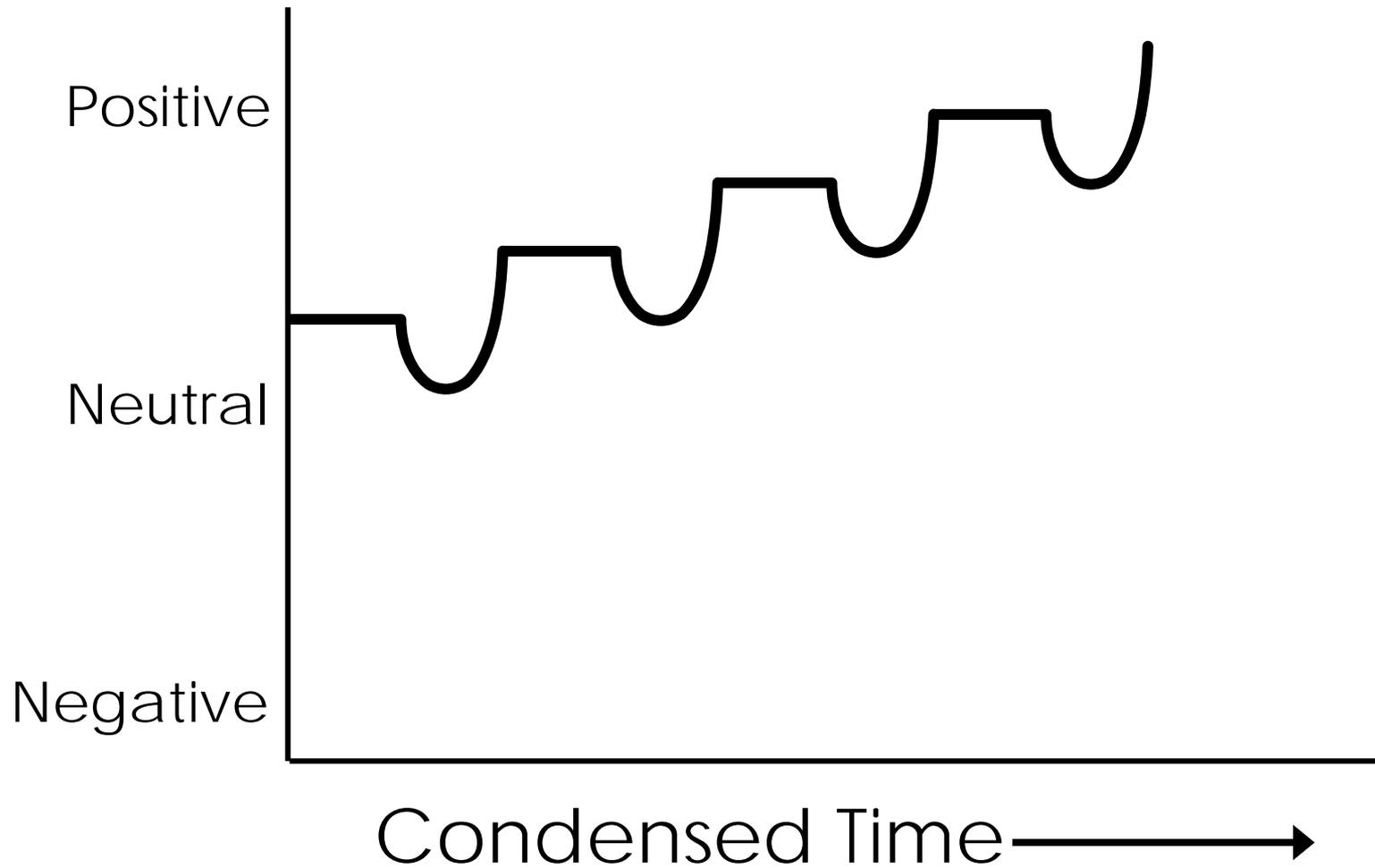


Implications of J Curve

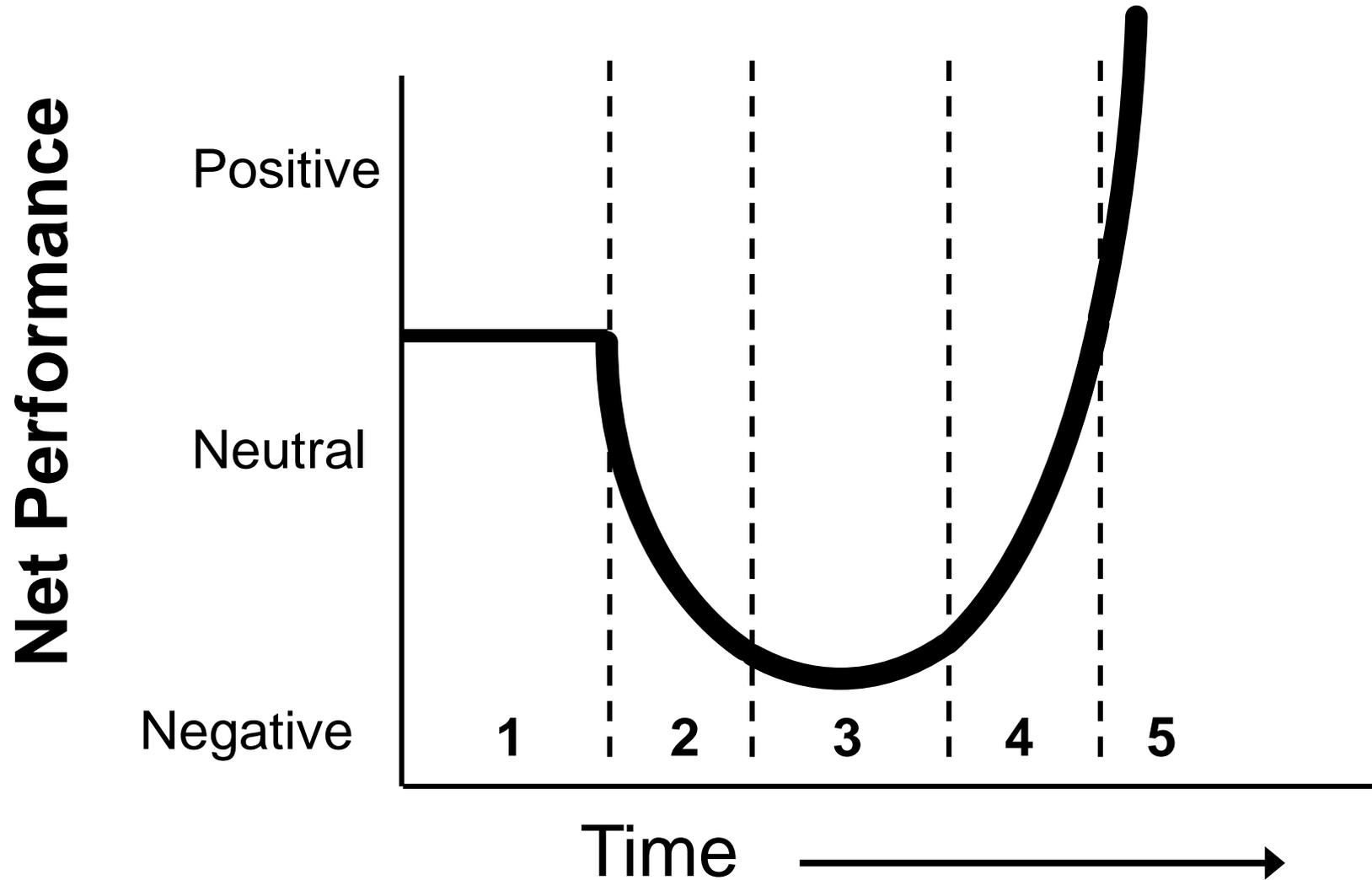
- Accelerating the process of change
- Transformational and Incremental change

Incremental Change

Performance/Productivity



J Curve



Ye Olde Generic Change Speech

Describe Goal/Vision

Necessity of Change

Acknowledge Challenges

Irrevocable Commitment

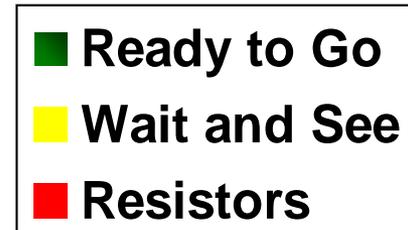
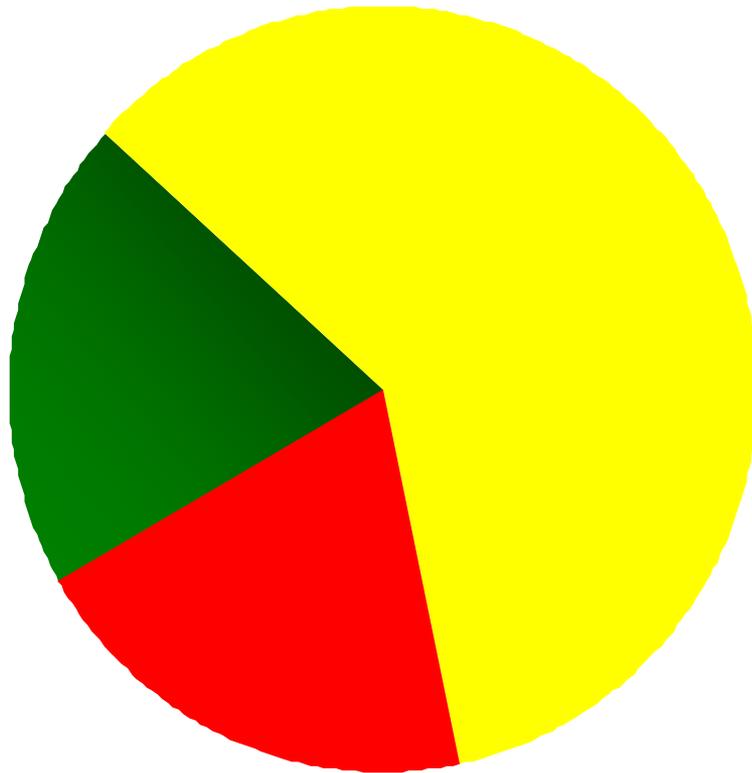
Lay Out Strategic Plan

Promise Support

Express Confidence



Reactions to Persuasion



Attention Inversion

FOCUS, FOCUS, FOCUS

- Focus on – ready-to-go and
and 1 (or 2) resisters
- Focus on - 1 Change initiative
- Focus on - 1 Project in initiative
- Focus on - 1st Phase of project
- Focus on - 1st Steps in 1st Phase

Influence Tools

1. Communication and Persuasion
2. Give In and Give Up
3. Coercion and Threats

Influence Tools

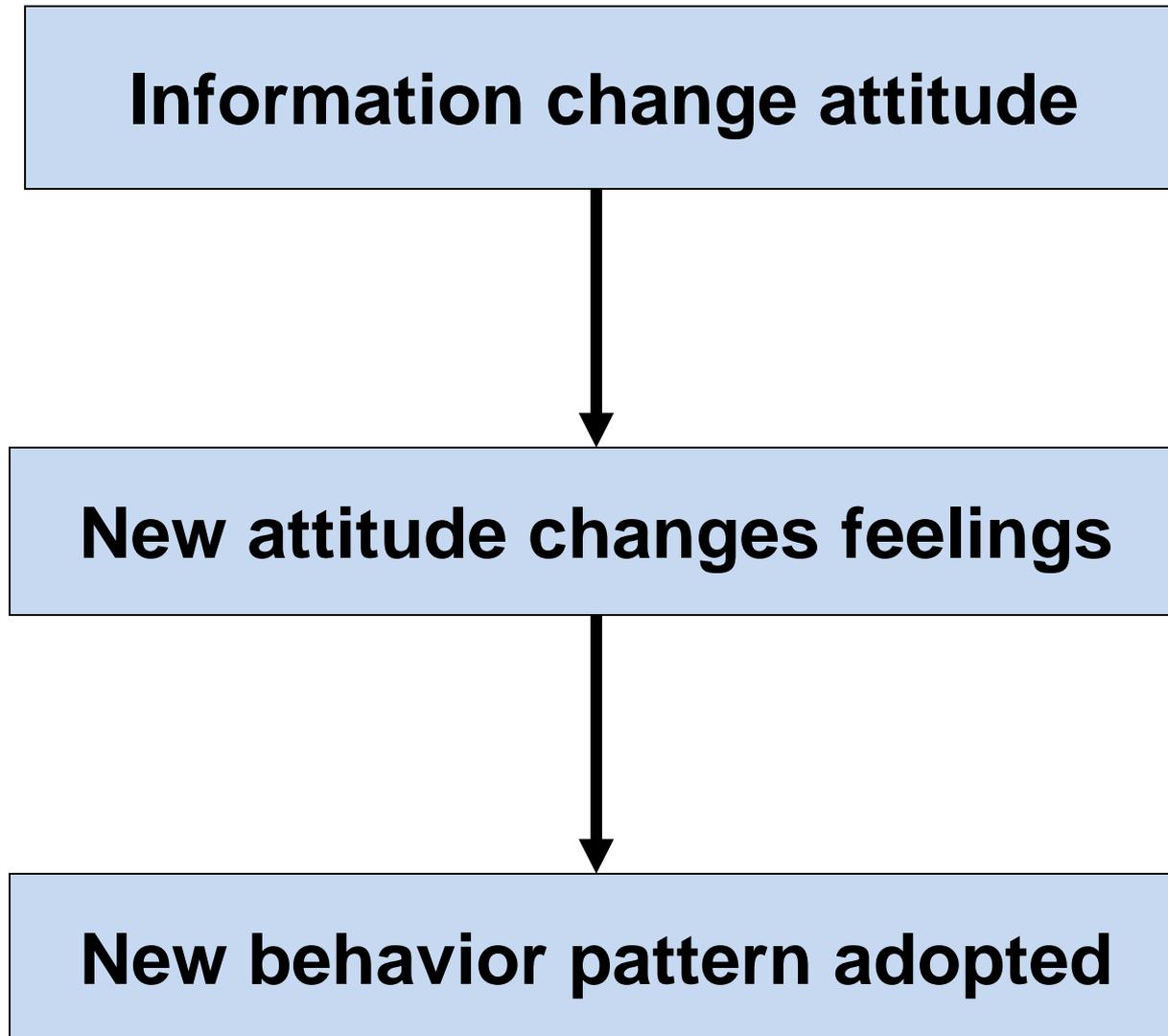
1. Communication and Persuasion

2. Activation Tools

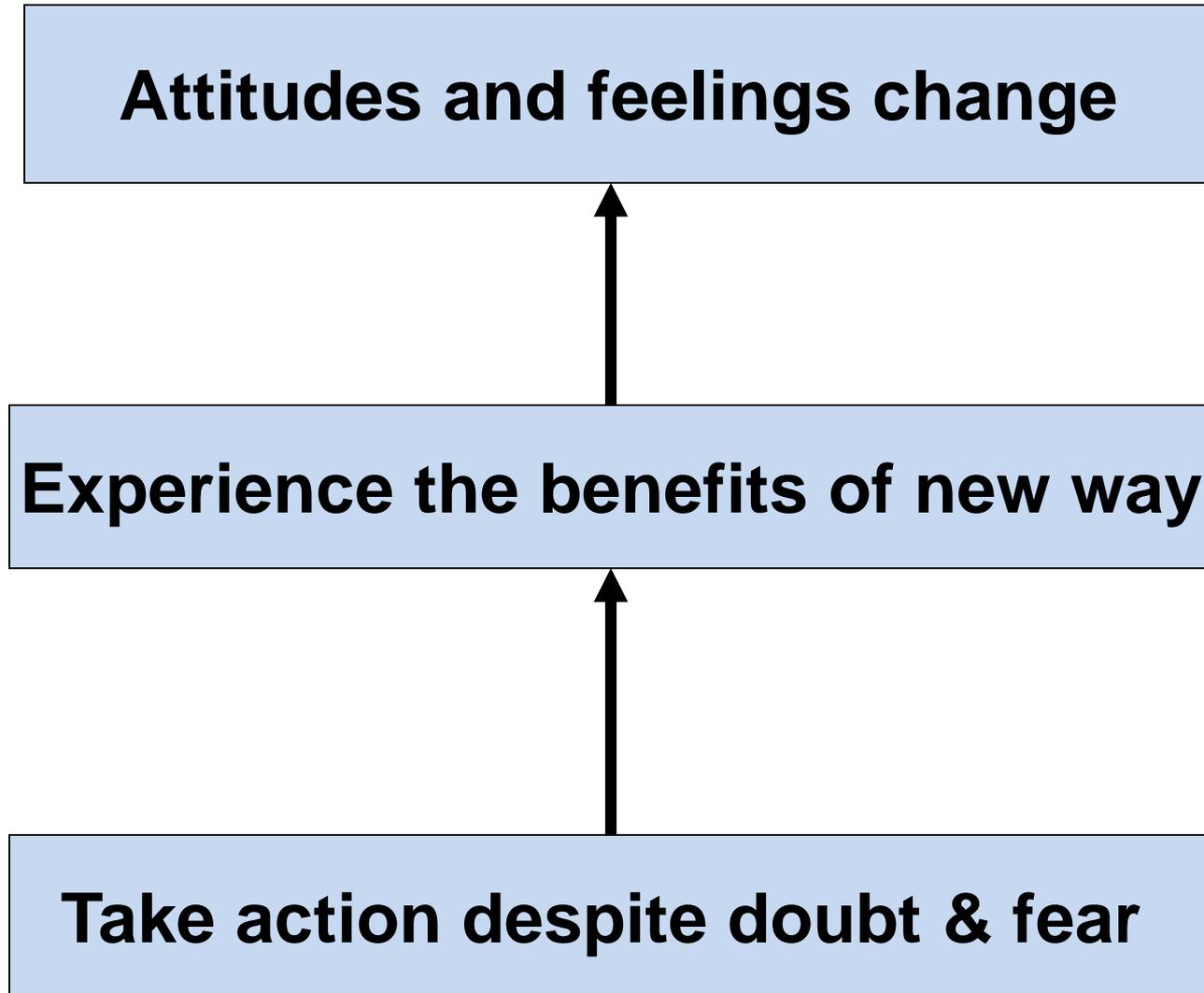
Activation

- Break change down into small steps
- Make it safe to make mistakes
- Make it easy to start - remove obstacles
- Front load benefits
- Empathize with negative reactions & feelings

Top Down Model



Ground Up Model

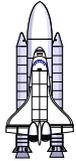


Applications

1. People Problem - person you'd like to change
2. Task you've been procrastinating

People Problems

- Negative attitude
- Not a team player
- Closed minded
- Domineering
- **Always** has to be right
- Doesn't listen



40,000 ft.

Generalized Indictments

Prima Donna
Unprofessional

Lazy
Rigid

Self-centered
Two-faced



30,000 ft.

Psychological Processes

Doesn't: care...understand...want to
Be more: strategic...open-minded...creative



20,000 ft.

Broad Patterns of Behavior

People Skills
Improve sales

Uncommunicative
Reduce error rate



10,000 ft.

Focused Behavior Patterns

Recognize high
performance
Complete new plan

Be on time
Polite to
Customers



Ground Level

Specific Behavior or Outcome

People Problems

30K Negative attitude

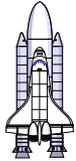
40K Not a team player

30K Closed minded

40K Domineering

40K **Always** has to be right

20K Doesn't listen



40,000 ft.

Global Generalization

Prima Donna	Lazy	Self-centered
No follow through	Rigid	Reactive



30,000 ft.

Psychological Processes

Emotional	Closed minded	Lack motivation
Doesn't understand	Passive aggressive	



20,000 ft.

Broad Patterns of Behavior

Weak People Skills	Uncommunicative
Improve sales	Reduce error rate



10,000 ft.

Focused Behavior Patterns

Praise high performance	Write weekly report
Greet customers	Use checklists



Ground Level

Specific Behavior or Outcome

Drawbacks of High Altitude Words

- Problems seem too big to solve
- Easy for other person to resist
- Easy to make promises

Getting Down to Ground Level

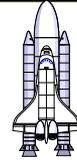
- What do you want the person to do?
- In what situations is it most troublesome?
- What would a top performer do?
- What would s/he do first; second; etc.?
- What would it look like, or sound like?

Global Generalizations

Excellence
Innovation

Quality
Accountable

Customer Service
Engagement



40,000 ft.

Psychological Processes

Motivated
Driver

Understand
Buy-In

Self Starter
Caring



30,000 ft.

Broad Patterns of Behavior

More communicative
Better People Skills

Less Controlling
Sell solutions



20,000 ft.

Focused Behavior Patterns

Praise high performance
Spend more time with patients
Don't publicly criticize colleagues



10,000 ft.

Specific Behavior or Outcome

Specific Behavior or Outcome
in Specific Situations

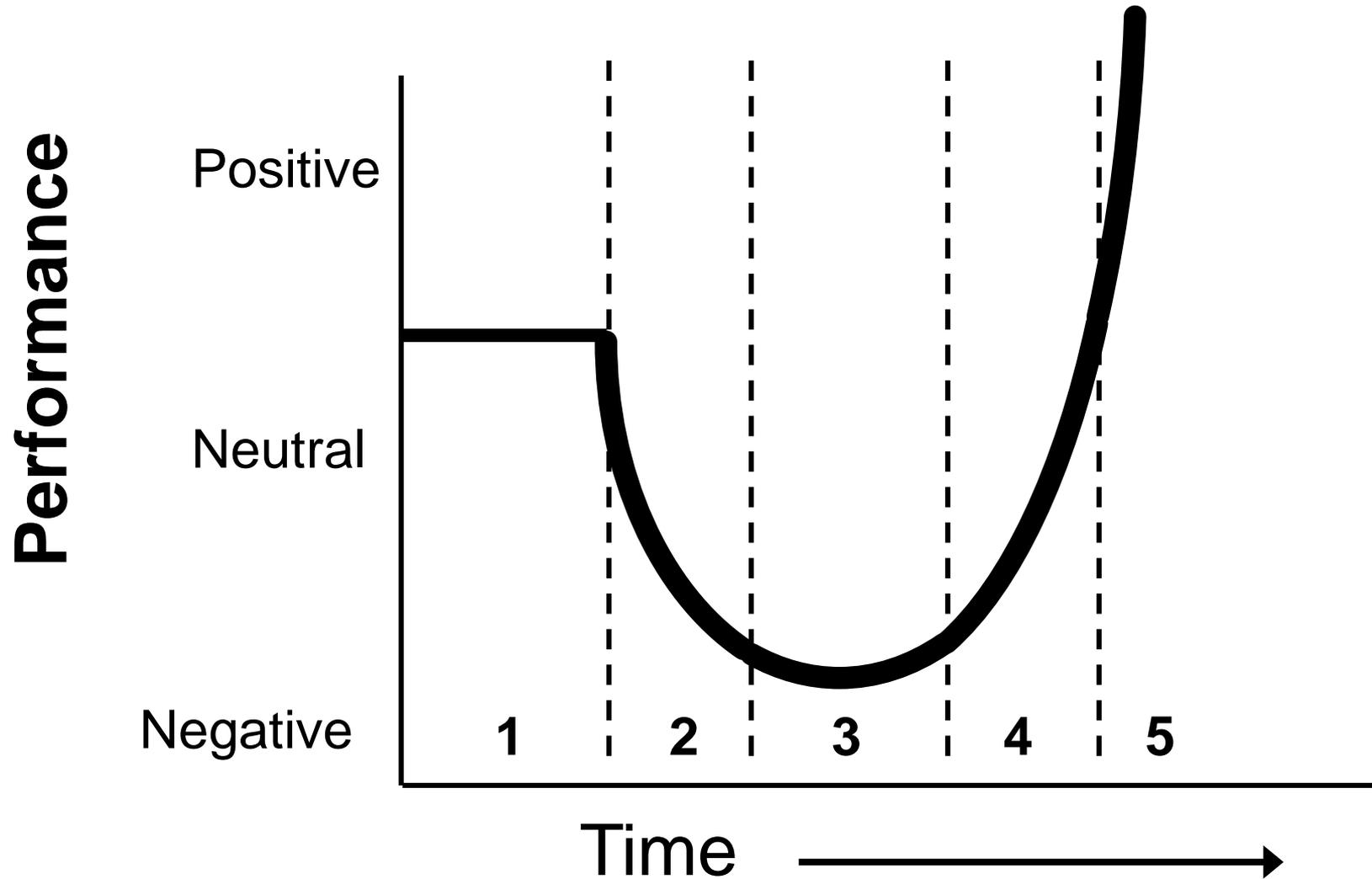


Ground Level

■ **Goal:** _____

■ **Sub-Steps**

J Curve



Front Loading Benefits

- Encouragement
- Praise, praise, praise
- Nudge, negotiate
- Slowly raise performance goals

Activation

- Break change down into small steps
- Make it safe to make mistakes
- Make it easy to start - remove obstacles
- Front load benefits
- Empathize with negative reactions & feelings

The Business of Relationships: Practical Analysis of Relationships



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Exchange Model of Relationships

Attributes of a good relationship?

Attributes of a good relationship?

Trust

Respect

Communication

Compatibility

Compassion

Honesty

Flexibility

What does and doesn't count in personal relationships?

1. In business, actions count more than...

Intentions

Attitudes

Feelings

Psychological Doesn't Count

- Cognitive - beliefs, attitudes, values, thoughts
- Motivation - want to, desire, goal, inspiration
- Personality – extrovert, analytic, anxious
- Emotion – feelings, affect, passion
- Self Confidence - positive identity, self-esteem

ACTION is what counts

What you **DO** is what matters

Behaviors speaks louder than
thoughts or feelings inside you

2. Place value on *ACTIONS*

BENEFITS - Positive actions

COSTS - Negative actions

- Personal – different people put different values on the same behavior

3. GOOD RELATIONSHIPS

Exchange of benefits and costs that is

EQUITABLE & PROFITABLE



Equitable Relationships

Person 1

$$\frac{B}{C}$$

=

Person 2

$$\frac{B}{C}$$

Equitable Relationships

Person 1

$$\frac{B}{C}$$

=

Person 2

$$\frac{B}{C}$$

Equity: Two proportions of benefits to costs are equal

Profit: Benefits greater than the cost for each person

Equitable Relationships

Person 1

50

—

25

=

Person 2

40

—

20

Equity: Two proportions of benefits to costs are equal

Profit: Benefits greater than the cost for each person

Equitable Relationship

$$\frac{50}{25} = \frac{40}{20} \qquad \frac{2}{1} = \frac{2}{1}$$

Equity: The two proportions of benefits to costs are equal

Profit: Benefits are greater than the cost for each person

Inequitable Relationships

Person 1

50

—

25

<

Person 2

100

—

10

Inequity: Two benefit/cost proportions NOT equal

Profit: Benefits greater than the cost for each person

Inequitable Relationship

$$\frac{50}{25} < \frac{100}{10}$$

$$\frac{2}{1} < \frac{10}{1}$$

Inequity: Two benefit/cost proportions NOT equal

Profit: Benefits greater than the cost for each person

Exploitation

Person 1

$$\frac{100}{10}$$

>

Person 2

$$\frac{10}{100}$$

Person 1 profits

Person 2 suffers lose

Analyzing Relationships

1. Analyze the problematic business relationship you have with another person.
2. YOUR perception of your benefits & costs, and YOUR perception of the other person's benefits and costs.

Equity Evaluation

YOU
Benefits Received

Costs Incurred

Other Person
Benefits Received

Costs Incurred

Implications

- Satisfaction – Dissatisfaction

Equitable Relationships

Person 1

Person 2

$$\frac{50}{25} = \frac{40}{20}$$

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Inequitable Relationships

Person 1

50

—

25

<

Person 2

100

—

10

Inequity: Two benefit/cost proportions NOT equal

Profit: Benefits greater than the cost for each person

Implications

- Satisfaction – Dissatisfaction
- Why do feelings change over time?
- Do people keep score? Biological?
- Transactional & Communal relationships

Power of Positive Doing

- Change behavior - not attitudes, motives, emotions
- Be specific – talk at ground level
- Use IF-THEN
- Create equitable and profitable relationships
- Gain control of your relationships and your life

Featuring the **J Curve program**, proven at leading companies including **IBM, Chevron, and 3M**

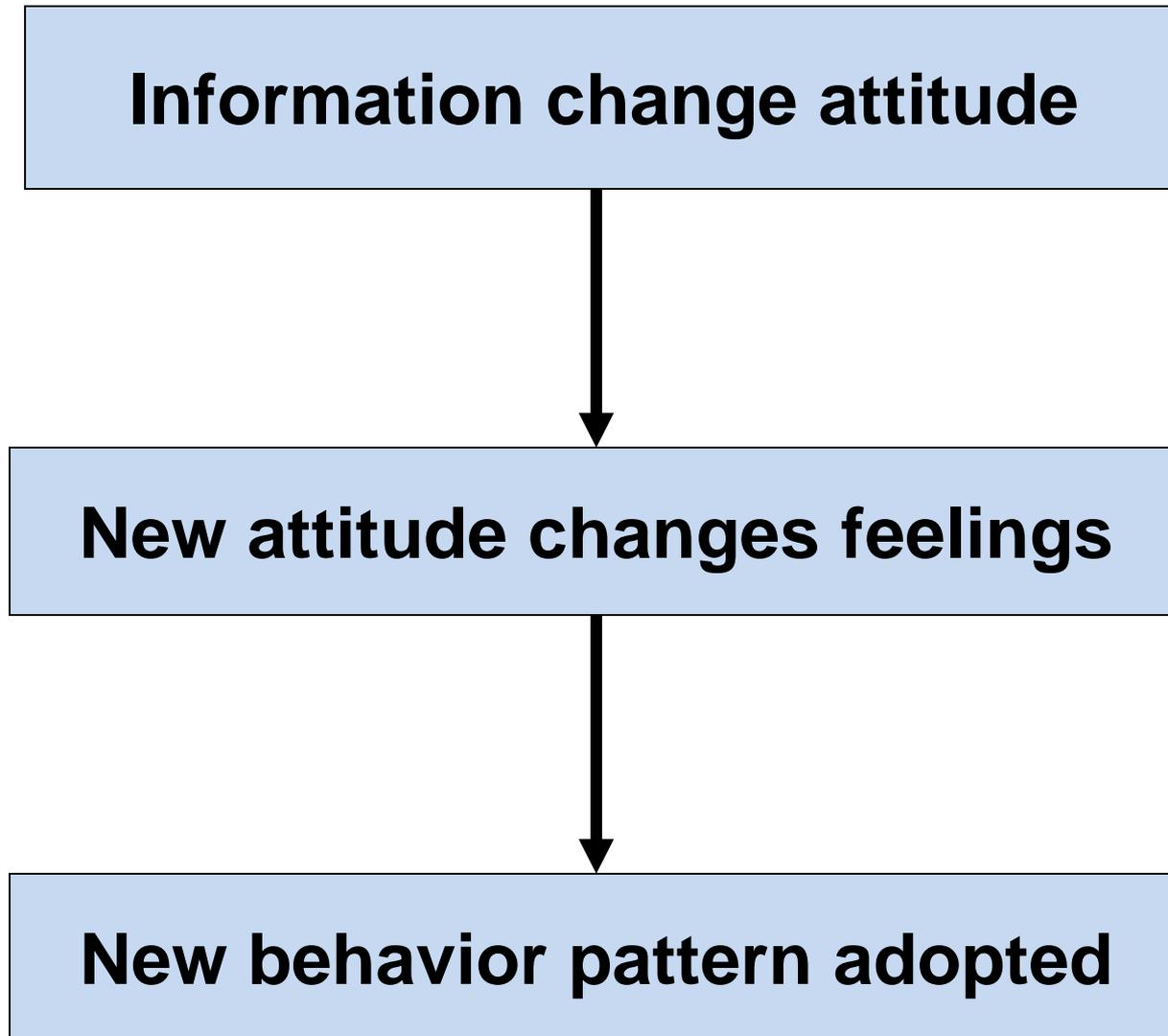
MANAGING the **DYNAMICS** of **CHANGE**

**The Fastest Path to Creating an
Engaged and Productive Workforce**

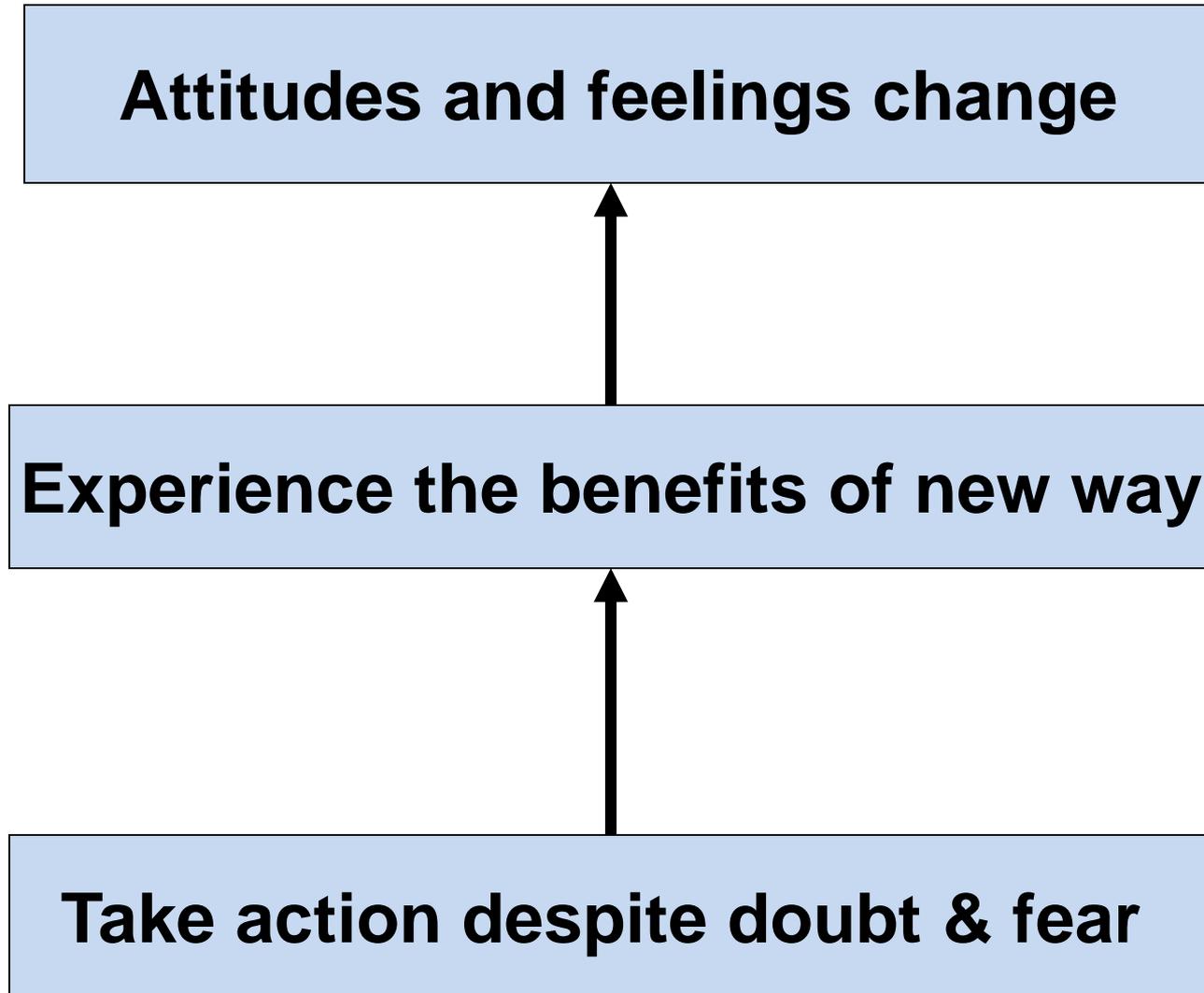
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Top Down Model



Ground Up Model



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