



AGILE CHANGE
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Getting buy-in to your project and change initiatives

Melanie Franklin



We need the participation of busy people!

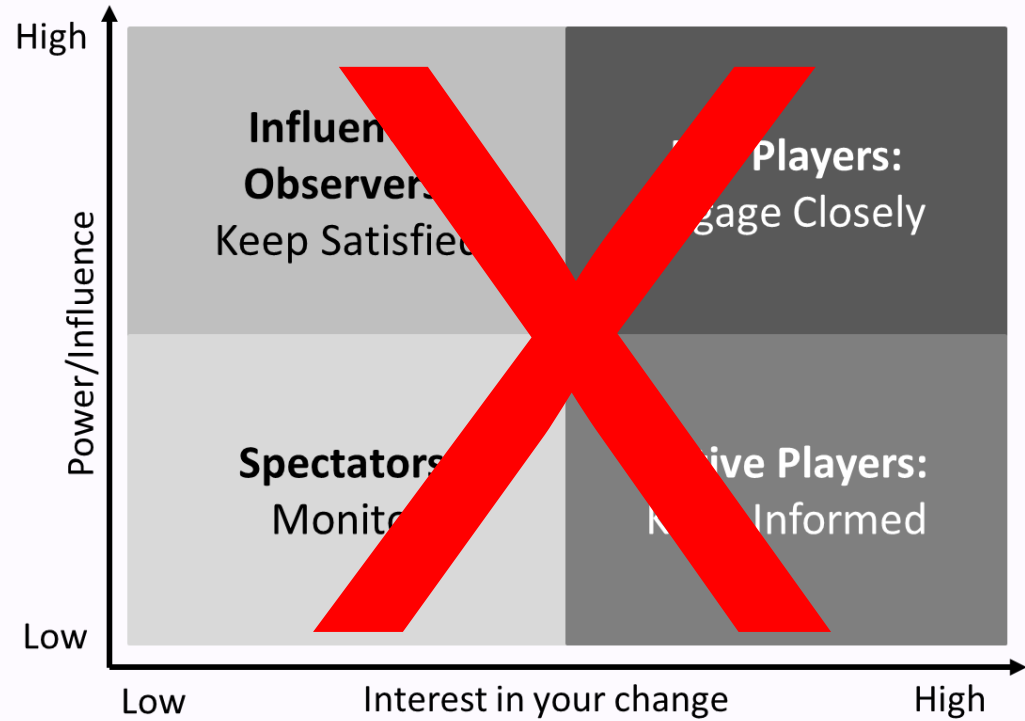
Our stakeholders already have multiple calls on their time:

- Existing pressures of performing in their current role
- Other projects and innovations that are claiming their time

We cannot succeed without:

- Their definition of their current situation and what the project must do to meet their needs
- We need specifics from them to define the required features, functionality and measures of success
- We need them to participate in testing, running simulations and evaluating workability of our solutions

Brains are our stakeholders!



Intentional engagement to get buy-in

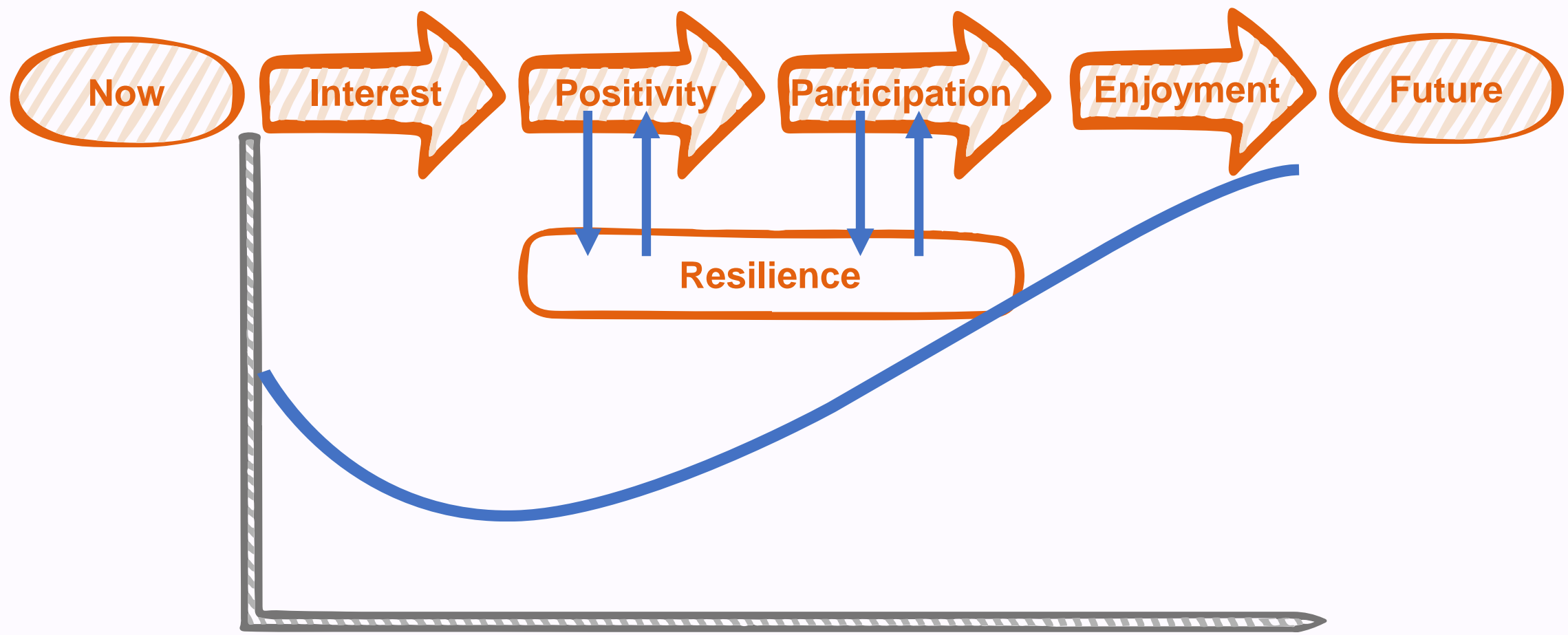



Figure 6.3 Behavioural change lifecycle



Buy-in has 5 ingredients

<p>WHAT WILL CHANGE Summarise changes to processes, systems, structures, standards and relationships that will be different in the future.</p>	<p>WHAT WILL REMAIN THE SAME Clearly state all the aspects of current ways of working that will not change.</p>
<p>RATIONALE FOR CHANGE Create a feeling of purpose and value.</p>	
<p>ACKNOWLEDGE THE LOSSES Do not pretend that there are no downsides to working in a new way. People have invested time and energy in perfecting how they currently work and it hurts to throw this away.</p>	<p>HONOUR THE PAST Do not create the impression that current ways of working are a failure, as this will demotivate all those working so hard today. Instead thank them for what has been achieved so far.</p>



Intentional communication for buy-in



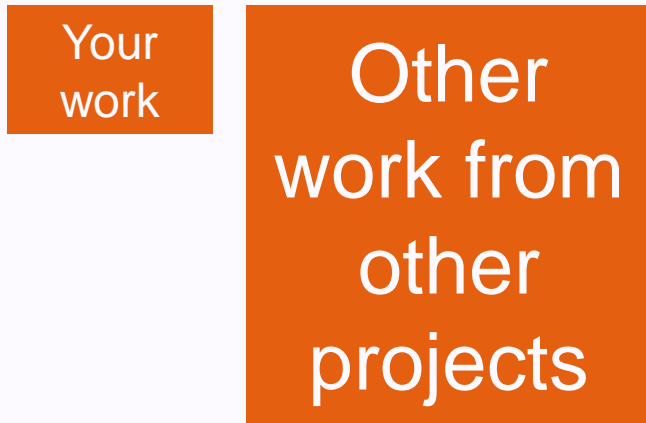
What will change	Keep it simple	Neuro-hack	Journey planner and travel pack	Neuro-hack	Neuro-hack
What will remain the same	Avoid dilution effect	Neuro-hack	Get ahead and find the time	Neuro-hack	Neuro-hack
Rationale for change	Neuro-hack	Support our own ideas	Neuro-hack	Neuro-hack	Neuro-hack
Acknowledge the losses	Neuro-hack	Neuro-hack	Neuro-hack	Neuro-hack	Neuro-hack
Honour the past	Neuro-hack	Neuro-hack	Neuro-hack	Neuro-hack	Neuro-hack

Start with “Keep it simple”

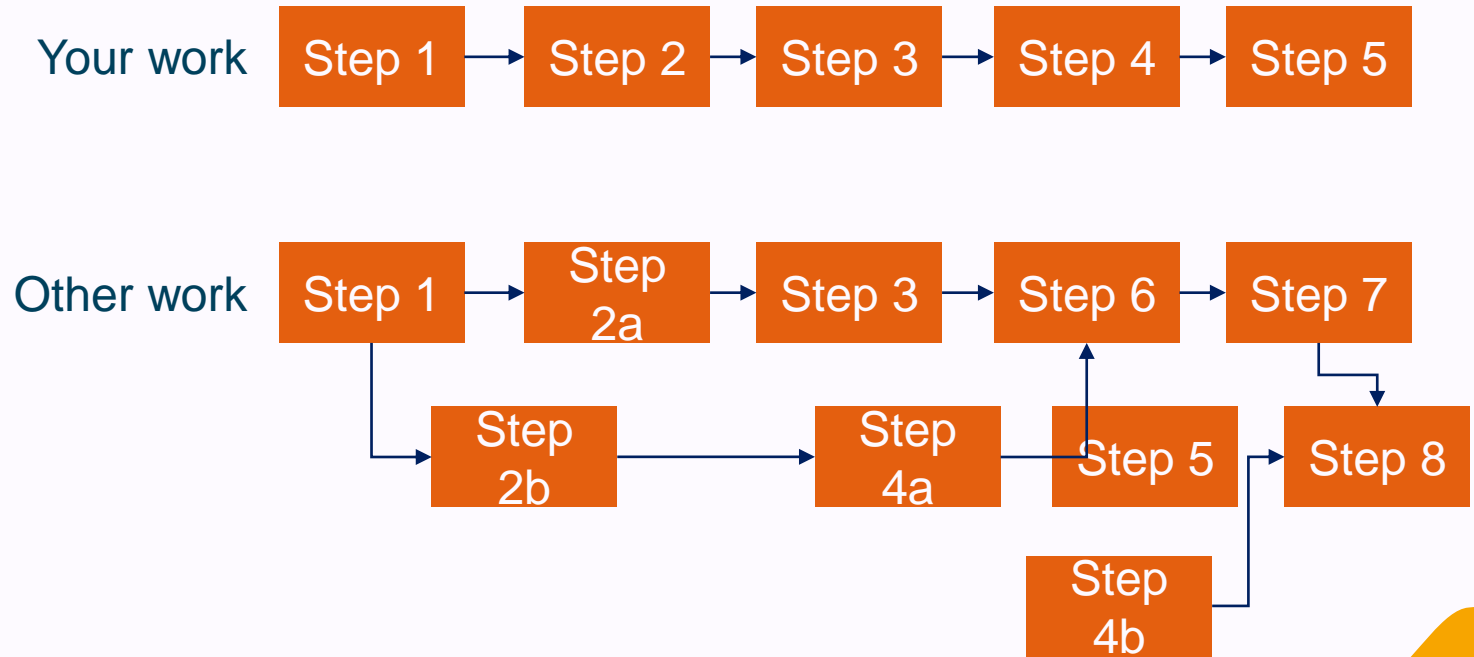


- Our brains like to process information relative to other information
- Use this principle of relativity to make your request for action feel less overwhelming

Size



Complexity/intuitiveness



Avoid “dilution effect”



Relevant information is overlooked when irrelevant information is also included in the message

All the possible benefits

Benefit 1

Benefit 2

Benefit 3

Benefit 4

Benefit 5

Benefit 6

Benefit 7

Benefit 8

Benefit 9

Carefully selected benefits

Senior business leader

Benefit 3

Benefit 5

Administrator required to change their process

Benefit 8

Build positivity using their ideas



I am right!

We are naturally more supportive of our own ideas because our brain is programmed to believe we are right.

Enable those impacted by change to create the change:

- Management of the change – scope; how it will be managed; when, how and by whom it will be implemented
- Specifics of the change – detailed content of the change and activities to make the change a reality

Transfer ownership for the change from those initiating it to those impacted by it as early as possible in the lifecycle

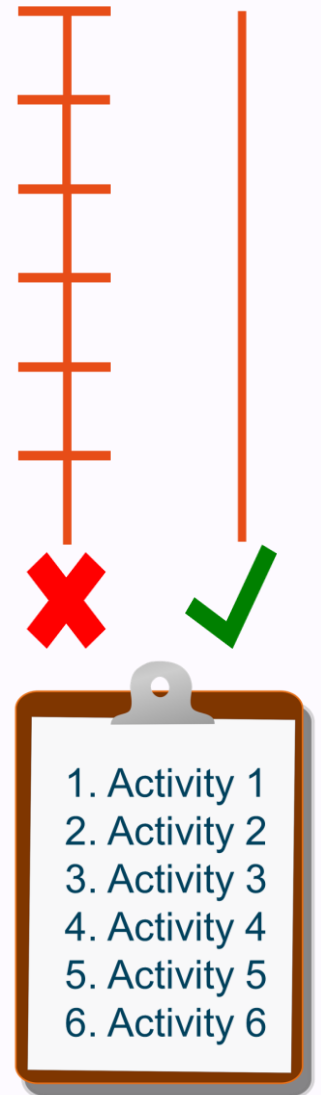
Help devise the journey



- Decision making is a power hungry use of the brain that makes the brain tired
- Reduce decision making by creating pre-prepared checklists of the involvement you need
- Checklists remove the barrier of the uncertainty of what to do next, because deciding what to do is an additional task, adding to the burden of the work.

Technique:

- Create a map of the work required
- Put each step in order from start to finish





Support their journey with a “travel pack”

Provide everything needed to take the actions you need to take

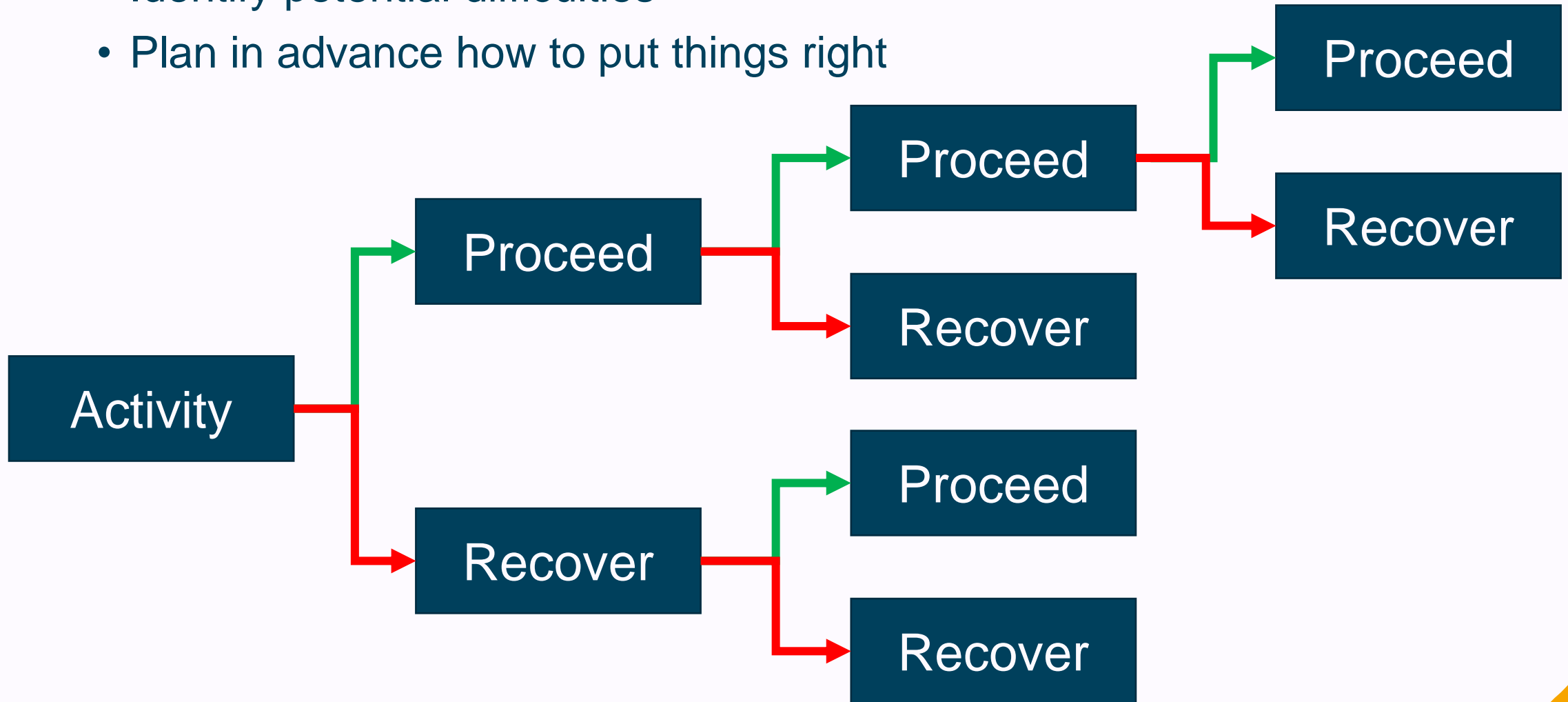
For example – testing

- Testing playbook – step by step guide of what they have to do
- List of things they need to effectively test
- Mechanism for capturing their results
- What actions you will take – so they know how their work contributes to the next steps

Get ahead of potential problems

Demonstrate empathy:

- Identify potential difficulties
- Plan in advance how to put things right



Don't leave participation to chance



- It is easier to remember to perform a new task if it is incorporated into an existing routine

Technique:

- Map out their day
- Find an anchor point, an activity that comes before their new task
- Match the frequency of your anchor point and their new task
- Help them find a low stress anchor point that is easy to do

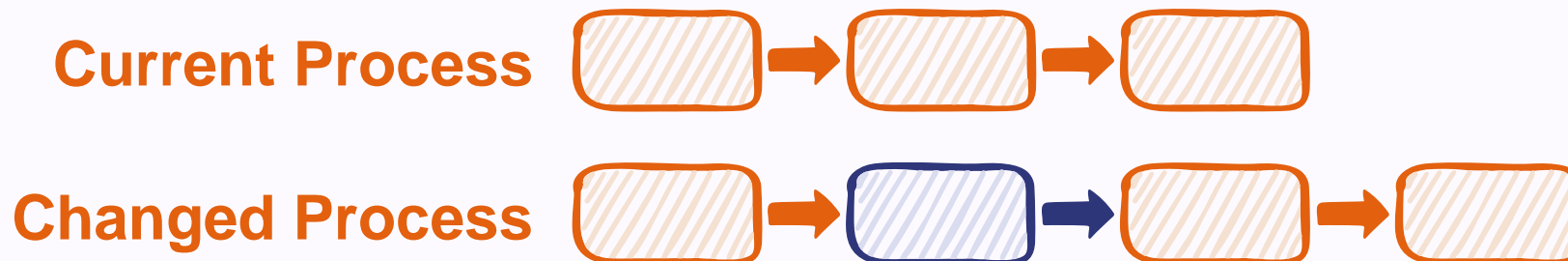


Figure 6.20 Adding the change to existing routines

If you want more neuro-hacks...

Interest

Positivity

Participation

Resilience

Enjoyment

What will change	Keep it simple	Neuro-hack	Journey planners	Neuro-hack	Neuro-hack
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Honour the past	Neuro-hack	Neuro-hack	Neuro-hack	Neuro-hack	Neuro-hack

Let's Stay Connected



STAY IN TOUCH



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Thank you