SWITCH: How to change when change is hard
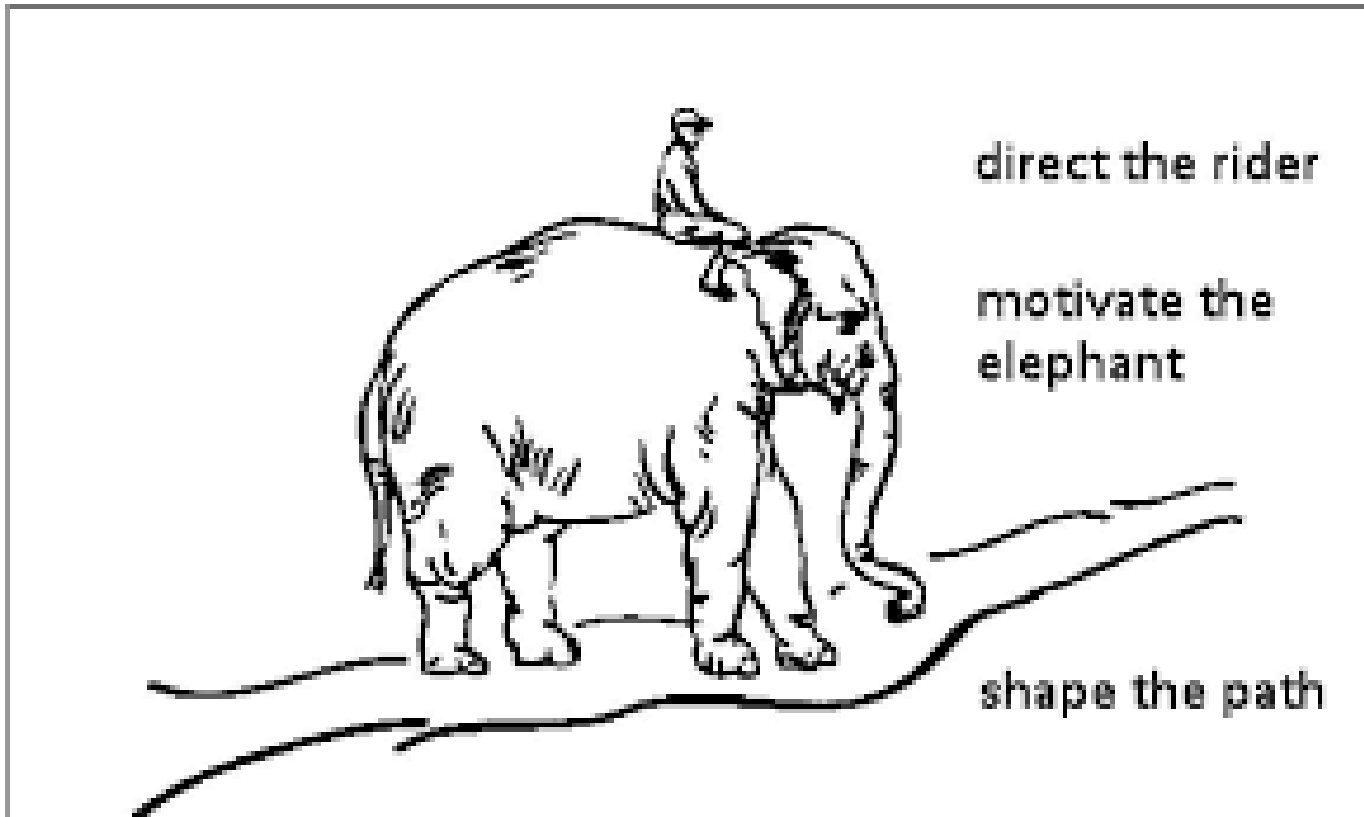

direct the rider

motivate the elephant
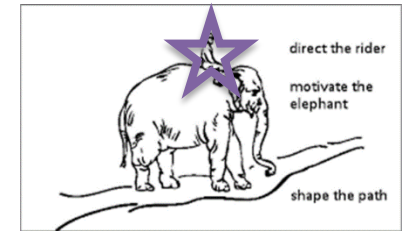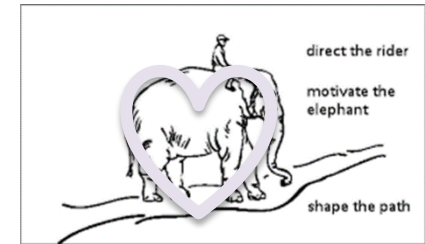
shape the path

Direct the rider

- **Follow the bright spots**. Investigate what's working and clone it.

- **Script the critical moves.** Don't think big picture, think in terms of specific behaviours. (Plan for the required staff to be there when needed)

- **Point to the destination**. Change is easier when you know where you are going and why it's worth it.

Motivate the elephant

- **Find the feeling.** Knowing something isn't enough to cause change. Make people feel something.

- **Shrink the change**. Break down the change until it no longer spooks the elephant.

- **Grow your people.** Cultivate a sense of identity and instil the growth mind-set.

Shape the Path
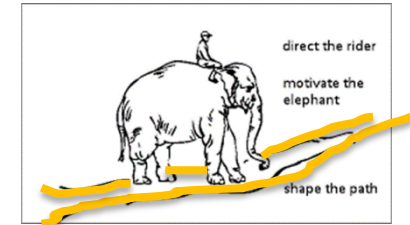
- **Tweak the environment**. When the situation changes, the behaviour changes. So change the situation.

- **Build habits**. When behaviour is habitual, its free – it doesn't tax the rider. Look for ways to encourage habits. (Set action triggers)

- **Rally the herd.** Behaviour is contagious. Help it spread.