

CHANGE ANYTHING

EADM 826 Newsletter—Executive Book Summary by Jonathan Koch

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The Science of Personal Success

If you're like most human beings, you're stuck in one or more areas of your life. And if you're like most human beings, you've tried several promising solutions but continue to remain trapped and discouraged – despite your best efforts. Yet you still want to change. Perhaps you'd like to kick a bad habit (maybe even an addiction) or start exercising regularly and eating in a more healthy way. Or maybe you'd like to improve a sluggish career or bolster a struggling relationship. Problem is, most of us lack think we lack the willpower to change.

But suppose willpower isn't the answer? Suppose the real key to changing your life has nothing to do with willpower?

The truth is, there are Six Sources of Influence that affect our daily decisions. CHANGE ANYTHING explains what they are and how they can work for you in your favor – helping you achieve your goals. By learning how these six sources of influence apply to your life, you can put these subtle but strong forces to use in a positive way that bring substantial results.



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The Change
Anything Labs
are found
nestled at the
base of the
Wasatch
Mountains

ABOUT THE AUTHORS

Kerry Patterson is a writer who has coauthored numerous articles and award-winning training programs. Kerry taught at Brigham Young University's Marriott School of Management and then cofounded Interact Performance Systems and is a founder of VitalSmarts, an innovator in corporate training and leadership development. He is a recipient of the Mentor of the Year Award and the 2004 William G. Dyer Distinguished Alumni Award from Brigham Young University.



Joseph Grenny is a New York Times bestselling author, acclaimed keynote speaker, and leading social scientist for business performance. For thirty years, Joseph has delivered engaging keynotes at major conferences including the HSM World Business Forum at Radio City Music Hall. Joseph's work has been translated into 28 languages, is available in 36 countries, and has generated results for 300 of the Fortune 500.

David Maxfield is coauthor of three New York Times bestsellers: *Crucial Accountability*, *Influencer*, and *Change Anything*. David has taught at Stanford University and the Marriott School of Management at Brigham Young University. As vice president of research at VitalSmarts, David leads an ongoing series of research projects uncovering the negative impact of cultures of silence in organizations around the world. His research has been published widely in journals.



Al Switzler is a consultant and co-author of the bestsellers *Crucial Conversations*, *Crucial Confrontations*, and *Influencer: The Power to Change Anything*. Switzler and fellow authors, Kerry Patterson, Joseph Grenny, David Maxfield, and Ron McMillan, are also the leaders of VitalSmarts, an innovator in training and communication services.

Ron McMillan, is a Scottish free-lance photojournalist and author best known for his rare photo coverage of North Korea and for authoring one of the few crime/suspense novels taking place in modern-day South Korea.



Six Sources of Influence

	MOTIVATION	ABILITY
PERSONAL	<i>Do they want to engage in the behavior?</i> MAKE THE UNDERSIRBLE, DERISABLE	<i>Do they have the right skills and strengths to do the right thing?</i> HELPING THEM SURPASS THEIR LIMITS
SOCIAL	<i>Are other people encouraging and/or discouraging behaviors</i> HARNESS PEER PRESSURE	<i>Do others provide the help, information, and resources required at particular times?</i> FIND STRENGTH IN NUMBERS
STRUCTURAL	<i>Are systems rewarding the right behavior and discouraging ineffective ones?</i> DESIGN REWARDS AND DEMAND ACCOUNTABILITY	<i>Are there systems that keep people in place and on progress?</i> CHANGE THE ENVIRONMENT



The “Marshmallow” Experiment

Many of us have read or listened to people discuss the Marshmallow Experiment done with children. To refresh our memory, children were placed in a room with a marshmallow in front of them. They were told that if they did not eat it by the time the buzzer rang (15 minutes), they would get two marshmallows. The study states that the students that were able to wait the 15 minutes went on to be more successful in all areas of life compared to the “impulsive” children. However, this study has a part 2. A few years after the first study was complete, the researcher, Mischel, looked at this a little more carefully and asked a very important question. Is it willpower or skill that is aiding the children in waiting the 15 minutes? Well, another study was completed, one where one group of children were explicitly taught distraction skills to help them resist the temptation to eat the marshmallow and the other group was the control group. The results were fascinating! Fifty percent more children were able to hold out for the 15 minutes to receive a second marshmallow. What this tells us is that mastering temptations is much more than having willpower, it is the learning and execution of skills needed to resist temptations. It is so great to know that studies conducted five decades ago can help us better understand the human mind in today’s world.

Fun Facts:

- 1.) Casinos install carpet that has visually jarring patterns so patrons look up away from the carpet and look towards the slot machines.
- 2.) A baby’s giggle is the sound most likely to get your attention
- 3.) People eat faster when more upbeat music is playing
- 4.) Casinos use chips instead of cash to play because people are more willingly to lose chips than cash, therefore spending more money in the casino
- 5.) Take notes – Writing down a plan increases your chance of success by more than 30%

Love What You Hate

The First Source of Influence is Personal Motivation

As human being we need to find motivation in doing what is good for us and for many of us it is loving what we hate. The things we should do are often boring, uncomfortable or even painful, because of this we often put them off until tomorrow or we never start them in the first place. We want to do them in the future, just not the present. The funny thing is, the things that we hate to do, others in world love to do them. We need to find that passion and drive to start loving those things, whether it is eating more fruits or vegetables or being able to say no to spending money on that new pair of jeans.

Tactics

1.) Visit your Default Future

Try and visit someone or someplace that is close to where you want your future to look like. This can influence you to achieve your goals.

2.) Tell the Whole Vivid Story

Write down specific descriptive words that will describe where you are going!

3.) Use Value Words

Find some key words that will help motivate you on your journey to change. These words should make you feel good about yourself and how change is going to have positive impact on your life.

4.) Make it a Game

Make achieving your goal fun! Make time your friend and set benchmarks along the way. Involve others to help motivate you on your journey.

5.) Create a Personal Motivation Statement

Create a motivational statement to help you through those hard times and to remind you why you are doing what you are doing!

Tomorrow Is Never Really Tomorrow

We all have big plans to change aspects of our lives, however when asked when will we start our, response is often tomorrow. Change is hard and it is difficult to give up what feels comfortable. When we have a choice of enjoying things now or paying for those choices later we often only think about the now and indulge ourselves. To help us resist the immediate pleasures of a bad habit we need to try and connect them with the pain it will eventually cause us in the future. Thinking like this we will assist us in breaking that "Tomorrow" trap.



“We need to see, feel and believe in the future”

The Second Source of Influence is Personal Ability.

Knowledge and skills are very important components to any personal change program. Many of our problems stem from our lack of knowledge in that area. By just gaining knowledge in areas that we struggle in can help us win those battles, whether it is smoking, weight loss or becoming debt free. When we learn how to do what we previously couldn't because of our new knowledge, change comes faster and easier.

“Every Accomplishment Starts with the Decision to Try”

Do What You Can't



Tactics

1.) Start with a Skill Scan

It is important to figure out which skills you have and which skills you need to acquire to have a successful change. Doing a skill scan will help with this. Find out what you know and don't know and can and can't do.

2.) Employ Deliberate Practice

Create a clear set plan to learn the needed skills. First break the skills into small pieces and practice these pieces in short intervals. Try and receive immediate feedback and evaluate your progress. You must also prepare yourself for setbacks. Acquiring new skills is not easy but it can be done!

3.) Learn the Will Skill

Learning how to have the will to say no is a difficult skill. Distracting yourself is a good start when situations arise that will tempt you. In order to develop the Will Skill, you need to place yourself in those tempting situations but only when you have a plan in place that will help you exercise the will to resist the temptations.

The Third and Fourth Sources of Influence are Social Motivation and Ability

Social influence plays a major role in how we as individuals interact with each other and how people have a such a strong influence on our lives. We often get stuck in a rut because others around us are in the same position and it is easy to fall into our old habits when our friends and co-workers are in the same place in their lives. Finding a way to have peer pressure work for you and not against you is how social interactions can help you achieve your goals.

“We’re still social animals”

Turn Accomplices into Friends



Friends can Help Each Other Make Healthier Choices

Tactics:

1.) Know who's a Friend and who's an Accomplice

Accomplices often hold us back by establishing a view of “normal” that keeps us in our bad habits. Friends are those people that coach us through our change and cheer for us when we are victorious. We need more friends than accomplices in our life to help us reach our goals.

2.) Redefine “Normal”

Take note of what in your life you are viewing as “normal” according to your accomplices. This “normal” can be very dangerous and prevent you from achieving your goals. You need to stop measuring yourself against unhealthy norms.

3.) Hold a Transformation Conversation

Have your friends and coworkers help you achieve your goal. Have a transformation conversation with them to notify them of the change you want in your life. Share with them how you would like them to help you on your new journey.

4.) Add New Friends

Find new people to help create a new healthy “normal” in your life. These people will be interested in supporting you on your change journey and give you encouragement along the way.

5.) Distance Yourself from the Unwilling

Try and distance yourself from the people in your life that are not supportive of your new change or that make it difficult to live the new way you want to live. Often this happens naturally .however, sometime you deliberately need to distance yourself from these people that will sabotage your new set goals.

Invert the Economy

The Fifth Source of Influence is Structural Motivation

Many companies have customer reward systems that rewards bad habits. Credit card point programs reward you for spending more money. Fast food restaurants have punch cards where if you eat more and more of their unhealthy food you will receive a small unhealthy prize at the end. Companies have figured out how to play to the consumers weakness's and it assisting us in fueling our bad habits.

Tactics

1.) Use Carrots and the Threat of Losing Carrots

Reward yourself with a job well done. Make a short term goal for yourself and set a prize, "carrot", for that goal, it makes the journey a lot more attainable. If you attach these prizes or "carrots" with the threat of losing them, it even makes them more likely to achieve these small goals. Humans hate losing out on things, they will prevent this lose as much as possible.

2.) Use Incentives in Moderation and in Combination

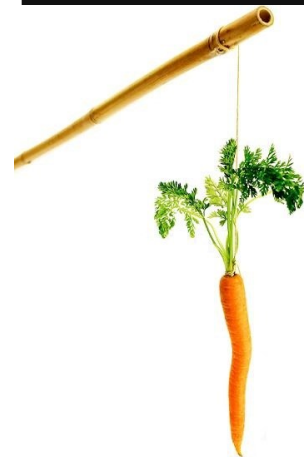
Make sure to use incentives in moderation. Make them small. Over the top incentives work for the short term but do not last for the long term. It is also important to use these incentives in combination with personal and social motivators too.

3.) Reward Small Wins

Make sure to break your end goal up into small intervals. Make sure every time you get to one of those milestones that you reward yourself. Remember to reward what you do, not what you achieve.



Would inverting economics help us kick our bad habits and help us obtain our goals? For example, instead of being rewarded every time we ate an unhealthy cheeseburger, what if we were charged a fee every time we ate one. It is very unlikely that society is going to go this route, but we as individuals can invert our own economy to help us achieve our goals.



“A Change in Bad Habits Leads to a Change in Life”

The Sixth Source of Influence is Structural Ability

The physical world is influencing our behaviors. “Things” quietly effect our choices and our bad habits are hardly immune. How a person organizes and constructs their physical space has a major impact on their bad habits and goals. We need to outfit our homes and lives in ways that prevent us from falling prey to our bad habits. Whether it is not buying junk food, buying a gym membership that is very close to our home or turning off social media, we need to change our old patterns to help us become successful in our new patterns of life.

Control your Space



Organize your life to make better choices

Tactics:

1.) Build Fences

It is important to create boundaries to help reduce things threatening your goals. Forming rules and having decisive actions regarding old patterns will help keep you on the path to change. Ensure you are the one creating these fences and not a family member or friend.

2.) Manage Distance

Distance matters, whether it is being close to the candy dish or being in a long distance relationship. We want to make sure that we are in close proximity to the things that will help us make our changes a reality and distance ourselves from the things that tempt us.

3.) Change Cues

As human beings visual cues play such a big role in our lives. We have all fell victims to flashy advertising. Since visual cues do play such a big role in our day to day lives let's use it to our advantage. Hang up posters or pictures that are going to aid us in achieving our goal. Creating new cues is a powerful way to take charge of the space you live in.

4.) Engage your Autopilot

Humans are creatures of habit, often when something is stuck in our brains it stays there. We need to use our “autopilot” feature to our advantage. You can set autopilots for yourself by using standing appointments, automatic withdrawals, long term subscriptions – and any other mechanism that take advantage of your desire to avoid thinking.

5.) Use Tools

It is hard to think of this, but the tools that make our lives easier today have also made it easy to fall in patterns that are less favorable. Our food is more processed, our jobs are more stationary and spending money is just a click away. These tools are not going away, so we need to make them work in our favor. Using electronic devices and the internet to help budget money or for weight loss is a great way to help keep us on the path to change.

PUTTING THE SIX INFLUENCES INTO PRACTICE

HOW TO LOSE WEIGHT AND GET FIT

Our Genes Are Stacked Against Us

People that struggle with weight are so often critical of themselves. They are embarrassed how certain foods have such a hold on them and for many, food is an addiction just like smoking. The problem with food is that we need it to sustain life. For many, eating healthy is one of biggest challenges people face. This is where the Six Influences of Change come into practice.



Did You Know???

Plate size is a big deal. Our plate sizes have been getting bigger over the years. A recent study out of Cornell University showed that 92% of people eat everything on their plate regardless of plate size. The difference between a 9" plate vs a 12" plate is a 33% calorie difference. As a society we are becoming more overweight and our plates are part to blame.

The Six Influences

1.) Love what you Hate

Find tasty ways to cook healthy foods. Make them into foods that you crave to eat. Always have healthy snacks accessible. Keep cut up veggies in the fridge to eat with dip when you get home from work. Make these new lifestyle changes a game and reward yourself when you win the game!

2.) Do What you Can't

Take an active role in learning about healthy food and fitness. Know what your troublesome triggers are and set out a plan to actively avoid them as much as possible.

3.) and 4.) Turn Accomplices into Friends

Add a friend or a coach into your life to help you with your fitness goals. They will motivate you and keep you on track. Talk with this friend about health and fitness goals. Communication is the key to success.

5.) Invert the Economy

Remember, weight lose goals need to be short and attainable. Incentives work, so make sure you are rewarding yourself with things that matter to you!

6.) Control Your Space

Create barriers that keep good stuff in and bad stuff out. Stop keeping calorie rich foods in the house. Make exercising accessible and close.

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Conclusion

Reflection

Change Anything was a useful and practical way to apply change in my own life. I found that I could relate to many of the examples in the book. I also found that many of the strategies are very applicable to start making changes right away. Looking at implementing all six influences of change at the very beginning may be a bit challenging, but the authors say it is acceptable to start small. I would recommend this read to anyone who is looking at wanting to make a change in their current situation.

Reflection by:

Jonathan Koch



Conclusion:

How to Change the World

1.) Act Small, Act Now

Start with one influence today. Remember you are most likely already doing some of the strategies listed in this book!

2.) Record It

Writing your progress down is an easy way to keep you accountable and to make you feel proud with how you are doing.

3.) Imagine

Just imagine what the world would be like if everyone succeeded at changing the things in their life they wanted to. We need to think big!

Kerry, P., Grenny, J., Maxfield, D., McMillan, R., & Switzler, A. (2011). Change anything. New York: Business Plus.