



Stand still and you lose, embrace change and your business wins...

Leading and managing change is a critical skill for success in your business.

However, if you continue to do what you've always done in your business what happens?

Is it possible you continue to get the same results you've always got?

No!

Stand still only if you want your business to go backwards, go downhill, or lose out.

Three reasons why...

1. Your competition gets better and better, not worse
2. Your customers demand more over time, not less
3. Technology advances, it doesn't retreat

Two examples: Leave your website as it is whilst a competitor improves their website and you'll lose customers, revenue and profit.

Ignore overnight and weekend delivery when your customers are used to Amazon every day on-time delivery and you'll also lose out.

To grow your business, you have no choice but to embrace change.

So what do you do to make successful change?



In a nutshell

When change works, it tends to follow a pattern.

Embrace this pattern and you turn 'change' into a competitive advantage for your business.

Here's a proven solution for your business...

Give obvious and **logical reasons** for change. Make sure you get **emotional 'buy-in.'** Plus you need a crystal-clear **path to change** and then you'll achieve successful change in your business.

To change is human...

Change typically fails because it requires short-term sacrifice for long-term pay off.

But change we do.

We choose to leave our parents' home. We start new jobs several times in our lifetime.

We move in with someone. We move house. We even embrace the profound change called parenting.

All common and massive changes.

Our job is to make change in our business as obvious, as natural and as normal as these life-changing moves.

But how? The pattern for successful change looks like this...

Save The Children inspires

Imagine walking into Vietnam in 1991. You're with your partner and your 10-year-old son. None of you speak any Vietnamese.

The government are far from helpful. Your employer, Save The Children, gives you almost no funds to work with.

Your job? To change the lives of the millions of children in Vietnam suffering severe malnourishment.

You have just six months to do it in.

This job, Jerry Sternin's job, looks more challenging than most changes in most businesses.

Jerry followed the three-part pattern for successful change.

Jerry and his small team changed the lives of 2.2 million people in 265 villages across Vietnam.

It took them just six months. More on how Jerry did this shortly.

The three-part pattern works

Your memorable three-part pattern for successful change is a **RIDER** on an **ELEPHANT** on a **PATH**.

Let me explain:

Jonathan Haidt, an eminent psychologist, suggests change works best when you appeal to both the emotional AND the logical side of peoples' brains.

Successful change requires you to:

Direct The Rider– Use a strong, obvious and logical reason for change to influence the rider.

Motivate The Elephant – Appeal to emotions not just to logic to influence the emotional elephant.

Convince both the rider and the elephant to take the clear and obvious path to change and you succeed.

Shape The Path - Make the route, the steps, the path to change crystal clear, obvious, explicit.

Only ever one winner...

It's logical that we'll be healthier if we exercise more. So our rider sets an alarm to get up early and go to the gym. But the alarm goes off and our elephant rolls over and presses the snooze button.

Anytime the rider and the six-tonne elephant disagree the rider loses!

Chip and Dan Heath in their brilliant book 'Switch' make the pattern easier to follow:

1. Direct the Rider

- Follow the bright spots
- Script the critical moves
- Point to the destination

2. Motivate the Elephant

- Find the feeling
- Shrink the change
- Grow your people

3. Shape the Path

- Tweak the environment
- Build habits
- Rally the herd



Change works when you...direct the rider, motivate the elephant and shape the path.

For insightful stories on each of these elements, check out the downloadable tools and resources for this edition of Business Bitesize.

Here's how Jerry used this pattern in Vietnam...

Jerry puts this pattern to work in cooking groups!

Jerry invited the communities he worked with to identify those poor families who managed to avoid malnutrition despite all the odds – **(the bright spots)**.

These bright spots fed their children the same amount of food over four meals a day instead of the normal two meals. They also added shrimps from the paddy fields and sweet-potato greens that most families didn't.

Jerry's response? Copy them!

By setting up cooking groups for 50 mothers Jerry helped them to be better cooks **(grow your people)**.

The group also helped **shrink the change** by **scripting the critical moves** – (clear cooking instructions). This then helped **build** (new cooking) **habits**.

The cooking groups made it easy to **point to the destination** – healthy well-fed kids in their village.

Working together the mothers **found a feeling** – hope – “I really can make my daughter healthier.”

The cooking groups also helped **tweak the (cooking) environment**. And getting the mothers together also **rallied the herd**.

This initial pilot project resulted in the sustained recovery of several hundred malnourished children in several villages.

The programme then successfully reached 2.2 million people in 265 villages despite minimum staff, almost no budget, a ridiculous time scale and government resistance.

Clearly using the three-part change pattern worked for Jerry.

It can work for you too.

TIME TO DISAGREE

“My people simply don’t want to change, won’t change, don’t change.”

Yes, the common thinking is change is hard. Your experience can clearly back this up. What’s also clear...

“For anything to change, someone has to start acting differently.”

– Chip & Dan Heath

Manage change like you’ve done in the past and you’ll get the same resistance. Manage change differently, apply the three-part pattern, and you might just achieve greater success at change.

Check out the popcorn story in the tools and resources listed on the back page. The story clearly shows that what looks like a people problem is often a situation problem.

“For me to change and my people to change I need a simple solution.”

You’re right to seek a simple solution.

For example: an alarm clock that goes off at 6am and scoots off your bedside table to prevent you hitting the snooze button (and means you have to get out of bed to switch it off) is a simple solution - it’s called ‘Clocky’ and available on Amazon. It **tweaks the environment** and gets you out of bed and on the way to the gym!

A busker who simply ‘seeds the hat’ or a waiter that ‘seeds the jar’ (by putting in coins and notes to show others have given)

will get more donations/tips because she’s **rallying the crowd**. Otherwise, an empty hat or empty jar is intimidating and **points to a destination** of not giving!

The successful change three-part pattern of the rider, the elephant and the path offers the simple solution you are seeking.

“If I start changing things, I run the risk of losing my people.”

Yes, change creates uncertainty. Uncertainty makes employees feel less safe and secure about their job. Uncertainty makes customers feel less safe and secure about their supplier. It’s why the **‘grow your people’** aspect of change management is so important.

Educate your people and your customers about your change and you reduce the uncertainty and risks. Check out the story in the downloadable tools about the hospital that reduced staff turnover (people leaving) by a process of ‘growing their people’.

Tell me more

We hope you’re now inspired to adopt a fresh and structured approach to leading and managing change.

In their inspiring book, the Heath brothers brilliantly share many powerful stories to prove the power of their three-part pattern for successful change.

Yes, it sounds like a scene from a Disney movie – direct the rider, motivate the elephant, shape the path, but the evidence the Heath brothers provide is extremely convincing.

Please check out this practical, easy-to-read book and download the supporting tools and resources for this edition of Business Bitesize.



4 helping hands for you...

Leading and managing change is a critical skill for successful business.

Successful change starts with someone changing their behaviour – that someone is you, the business leader.

You change your behaviour when you adopt a successful change pattern. Put the rider, elephant and path metaphor to work for you.

- 1. Be the first to change by tackling how you manage change differently**
- 2. Work out how you can best Direct The Rider with better logic**
- 3. Work out how you best Motivate The Elephant with emotional appeal**
- 4. Work out how you best Shape The Path by making the next steps easier and more obvious**

ULTIMATE ARGUMENT:

“How do I know that using the three-part change pattern will pay off for my business?”

If it can work for Jerry Sternin in Vietnam it stands a good chance of working for you.

STOP: thinking that a strong logical argument for the rider alone will result in successful change, it isn’t enough.

START: doing what you can to influence and motivate the emotional elephant in us all.

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Your next steps:

Unless you change how you manage change you'll get the same results, you'll get the same resistance.

"People don't resist change. They resist being changed."

– Peter Senge

So it pays to use the three-part pattern for successful change.

Start by being the first to change – apply the three-part change pattern:

Don't expect anything different to happen until you work out how to use the rider, elephant and path metaphor for the change you seek.

Start on small changes and build your knowledge on the three-part pattern for successful change.

More tools and information for you:

As well as the four steps on this page, use the insights, stories and tools by downloading the supporting resources.

Together they'll help you make more of this bitesize business breakthrough.

Make successful change the norm in your business by following a proven pattern for successful change...

If Jerry Sternin, with the odds truly stacked against him, can successfully change the lives of 2.2 million people in Vietnam you can also be successful at change.

The human race is already brilliantly successful at change (moving house, having children, etc). Your job, as the leader of your business, is to apply the successful three-part change pattern to the business changes you want to happen.

1. Choose a small change you want to make happen

You learn to ski on nursery slopes not on black runs. It pays to learn and apply the three-part change pattern working on a small change before advancing onto bigger change.

2. What looks like resistance is often a lack of clarity – work out how to direct the 'rider' in your people

See if you can find the bright spots where the change you want has already shown up. Script the critical moves clearly. Make the 'destination' obvious, clear, concrete.

3. What looks like laziness is often exhaustion – work out how to motivate the 'elephant' in your people

What can you do to find the feeling, shrink the change or grow your people? Check out the stories in the downloadable tools and resources for inspiration and guidance.

4. What looks like a people problem is often a situation problem – work out how to shape the path

How can you tweak the working environment, build habits and rally the herd for the change you seek?

For ideas, insight and inspiration on these four valuable insights and more, please visit the tools in the link below.

YOUR SUPPORT TOOLS ARE HERE: Go to the link below and you'll find a selection of practical support tools to help you work out how to make the three-part successful change pattern work in your business.

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