

FIRED UP AND FOCUSED

Using the 3P Change Equation
to Stimulate Passion, Productivity and
Performance with your People.



CHANGE IS HARD. PEOPLE RESIST IT – EVEN POSITIVE CHANGE – AND THEY OFTEN EXPRESS THEIR RESISTANCE THROUGH DECLINING ENGAGEMENT AND PERFORMANCE, AND BY SLIPPING BACK INTO OLD HABITS.

CHANGE IS ALSO NECESSARY TO SUCCEED AND GROW. FOR CHANGE TO HAPPEN, AND FOR IT TO STICK, TOUGH DECISIONS ARE NEEDED. LEADERS NEED TO BE SERIOUS ABOUT COMMUNICATING PASSIONATELY, ENGAGING THEIR PEOPLE AND INCREASING PRODUCTIVITY TO IMPROVE BOTTOM LINE RESULTS.

Easier said than done, right? Not if you approach change the right way. Leaders first need to understand that you can't change people – only people can decide to change.

Creating change requires a rational and, more importantly, an emotional connection. No matter how rational an argument you make for the need for change, people will not buy in until you engage them on an emotional level.

This is why creating change is so challenging. People are inherently resistant to change, and connecting with them emotionally will not happen overnight. Change takes time, and you need to have a plan – the 3P Change Equation – Purpose, Passion, and Process.

IS CHANGE NECESSARY

Why change? Should you change? Is it time to make a change? If not now – when? These are all questions organizations struggle with all the time. If things are going well, do you really want to rock the boat? If it ain't broke, don't fix it, right?

There is no shortage of companies that had this attitude toward change. Many of them are no longer in business or have lost valuable market share because they failed to see the value and importance of change or failed to react quickly enough to changing customer desires. Companies such as Netflix continue to grow because they are constantly changing how they offer their services to their users, whereas companies like Blackberry and Kodak are eroding because they failed to change with the times.

So, let me ask you this – is your organization relevant in your current state? Are you as a leader and as an organization connected emotionally with your customers? Is your leadership aligned with your team?

This are all questions that you will need to address when creating a plan for change and they are part of the 3P Change Equation framework used to help leaders and organizations stimulate change. A large part of the process involves understanding how to frame change and do so in a way that establishes a rational and emotional connection.



Leaders Need to Understand HOW to Frame Change

Every organization must change if it wants to grow and evolve. As a leader, you are responsible for making change happen. The key is to understand **HOW** to create sustainable change.

Sure, you can mandate a change in internal processes, hire new people, and create new strategies, but if you want to create real sustainable change, you must engage the people in your organization.

Successfully engaging your team starts with framing change in the right way – framing it as an opportunity as opposed to a threat, communicating the purpose of change, being passionate about it, and having a process to achieve change. These factors need to be in place for leaders to tap into people's emotions and get them to buy in. **Emotion is the match that sparks action**, and it starts with a clearly defined purpose for change.

CREATING CHANGE REQUIRES BOTH AN EMOTIONAL AND RATIONAL CONNECTION

Creating change requires 2 fundamental elements – the rational and emotional parts of our brains and this has been expressed by many people in the past. Plato talked about our heads having a reasoning (rational) charioteer who has control of a passionate (emotional) horse.

In his book *The Happiness Hypothesis*, Jonathan Haidt – a University of Virginia psychologist – refers to them as the emotional Elephant and the rational Rider.

I like the visual of a rider perched on top of an elephant, holding the reins and seemingly in charge. And this concept works – as long as the elephant agrees to go where the rider directs. However, when the elephant (our emotions) decides to go in a different direction – then the rider had better hang on, because at that point, they are just along for the ride.

The Elephant and the Rider perfectly explains why so many change initiatives fail. If we are unable to tap into the strength of the 6-ton emotional elephant – then what chance does the 190-pound rational rider have of truly being in control?



An Emotion Connection Creates Engagement

It is a leader's ability to connect and create emotion aligned with their organization that stimulates change. No matter how powerful the rational argument, whether you are a leader, marketer, or even a parent, it is not until you've touched their hearts and create an emotional connection that you will be able to change a person's behaviour. This can be accomplished by showing your passion for change in a way that resonates with your team – address what matters to them, speak from their perspective, and communicate that you understand their pain points.

As a marketer, I discovered long ago that people buy based on emotion – and then rationalize based on logic. How else can you explain why so many people purchased a pet rock, beanie baby or mood rings?

People consistently make purchases and buy into things based on an emotional response. This is why marketers talk about the benefits of the products they are trying to sell, not just the features – it is the emotional benefits of a product that draw us in.

For example, in the alcohol business we aspire to the lifestyle portrayed by marketers, and then we buy the wine. In the fitness industry, we buy into the “new you” persona, then we buy the health supplement or piece of exercise equipment.

This concept is no different when trying to get your team to buy into change. Until you engage their emotions, you can never gain your organization's buy-in to embrace change. People buy into concepts based on emotion and then rationalize based on logic.

The 3 P Change Equation

Creating a higher-performing organization and understanding how to stimulate the change necessary to move any organization from average to awesome is vital for companies to evolve.

Organizations can create change by following the **3P CHANGE EQUATION** – a framework used to focus on both the emotional and rational elements. It includes 3 essential elements that are critical for CHANGE – Purpose, Passion, and Process.

CREATING CHANGE STARTS WITH PURPOSE

The purpose of change needs to be clearly stated – and understood in order for the team to rationally and emotionally understand the need for change. This starts when you have clarity and focus on your purpose. Clarity allows a person's role within the change process to move from being task based to one that has more meaning.

Regardless of the role, when your team sees itself as totally aligned and critical to the success of the organizations purpose – it brings more value to the role. This leads to higher engagement, commitment and buy-in. It also helps inspire passion with your team.

You need to clearly communicate why change is necessary, why you do what you do, and where you are going. You need to have a clear purpose, vision, and values.

State your intent and define what your organization will stand for and how you will choose to behave/conduct yourself. This establishes your culture.

Clarity of Purpose

As a leader, your role is to lay the groundwork for change and clearly communicate why you are initiating change.

In the absence of a clear focused purpose – whether it's for the company or the project you are working towards – people will fill that vacuum with their own and you have a lot of people potentially moving in different directions.



To communicate your purpose, develop a statement of intent, and keep it focused on the future. Define what your organization believes about the service they deliver. Remember – *it's not about WHAT you do but WHY you do it*. Once you have clarity of purpose, you can decide where you want to go in the future.

Clarity of Vision

Once you define a clear purpose, it's important for leaders to provide a clear vision for where change will not only take the company, but how it will impact customers and people within the organization.

As leaders, we need clarity around where we are going and why we want to lead the organization there. Once we have this the organization as a whole can figure out the how to get there.

A vision is a statement of intent and serves 3 vital functions:

1. Source of inspiration
2. Align the organization – working together towards an objective
3. Clearly defines compelling values and differentiated experience

Your vision statement cannot just be a paper document that you create and forget about. If you are just creating it to say you have a vision, then when why do it? Good vision statements are living, breathing documents that provide you with long term direction and are the North Star you follow as your company grows and makes change.

Once you have a clear vision, you can then define a plan to make change happen. Your vision statement should be emotionally engaging, be a source of inspiration, align with organizational objectives and communicate why and how change will create a better experience for everyone. If your vision lacks inspiration and doesn't connect on an emotional level, it will fall flat.

Clarity of Values

Leaders also need to clearly communicate what they stand for, define organizational values and use this to guide the company during change. Values are what you stand for. They are the moral/ethical compass for the organization, and they guide behaviour and decision-making across the organization. Having a clear set of core values communicates to your people what kind of organization is being built. It gives them the opportunity to decide whether they want to belong to that kind of organization as it changes. In return, you have the opportunity to evaluate people for a good fit with your team. Your values create your stories and the culture of the organization you are trying to build.

Are your values clearly defined and evident in your decision making?

Why Clarity and Purpose Is So Important

When you have clarity around your Purpose, Vision and Values – then people have the ability to make a conscious decision to follow your lead and get on board. They will know where they can play an important role. People have a better understanding of what to expect, how change will impact them, and what is expected of them as your organization grows in a new direction. Without clarity it will just be a job filled with empty tasks.



A lack of clarity causes confusion. In the absence of a clearly focused purpose – whether it is for the company or the project you are working towards – people will fill that vacuum with their own beliefs and start to operate as individuals rather than as a part of a team.

Clarity of purpose with supporting Vision and Values guides decision-making and gives people the courage to Stand Up & Speak Up.

More importantly, these trigger an emotional response and engage the 6-ton elephant. Without an emotional connection, you will have a difficult time getting your team to embrace change. But when you stimulate the emotional response and get people aligned with the purpose, vision and values – you can get the full power of the 6-ton elephant working together with the rider.

PASSION AND EMOTION ARE KEY DRIVERS OF SUSTAINABLE CHANGE

Once you have a clearly defined purpose, leaders need to back this up by tapping into the passion and emotion of the people with whom they are working. People are emotional beings. While many of us believe we make decisions based on logic, our emotions have significant influence on our decision making process.

When true leadership is demonstrated, others will follow. Connecting emotionally starts with your own behaviours and building trust and cooperation into your organizational DNA. You need to understand who your people are and what drives them so you can tap into their emotions.

Walk the Talk – Trust and Cooperation

Leaders need to go first – lead by example and walk the talk if they want trust and cooperation from their team. Integrity of your behaviours opens the door for others to trust your vision and decisions.

When you have clarity of purpose, you have confidence to make tough decisions – and there is inherent **TRANSPARENCY** in your decision-making that your team can see. This creates **TRUST**. When people have a shared purpose, then they inherently work together for a common goal. This creates **COOPERATION**.

Leaders need to understand that they cannot do it alone. You need a good team around you to achieve organizational success. A lack of trust can create uncertainty and cause leaders to question themselves and others to question the decisions made by leadership.

Leaders set the tone with their behaviours. Without strong, guiding leadership, change is unlikely; without trust and cooperation, change is impossible.



The Benefits of Trustworthy Leadership

Team members are more willing to buy in to change if they trust the leadership. Establishing a trusting relationship with your team makes them more open to new ideas and it also helps to establish a dialogue about change. True leadership isn't getting others to follow you – it's finding others who share your vision to join you, and this can only happen if they understand and trust your vision for change.

Getting your team to buy into or adopt your vision starts with hiring the right people, establishing a collaborative environment, and being open and honest about things that are happening. A simple daily team huddle, team meeting, or even a weekly email update to keep your team in the loop promotes transparency and establishes trust.

When your team trusts you, they will be more willing to try new things, be open to suggestions, offer honest feedback to leaders, ask for clarification and help when they need it, and be willing to see new perspectives.

Transformational leaders understand the need to frame change in a way that taps into people's emotions, aligns with their passion and purpose, and engages them in the process – so they see it as an opportunity instead of a threat. That is what makes people willing to endure the pain of change and trust in the process.

Passion is the main driver of change because it leverages the power of the 6-ton elephant. Without passion and proving that you walk the talk, even the best strategic initiative and change management plans will get trampled. Once you have a clear purpose, and communicate your passion for change, you can then introduce the process to create change.

HAVING A CLEAR CHANGE PROCESS: 3 ELEMENTS OF THE NO EXCUSE MINDSET

The final component of the change equation is the need a clear roadmap of where you are going and how you will get there. How are you going to make your vision a reality? What is going to change? How is change going to happen? What does it look like?

A clear process is a vital component of achieving success in business. What new processes will be implemented as part of the overall change process?

There are countless processes in any organization - but the critical process missing in too many organizations is the process of accountability. Having a process to hold people accountable. The foundational element of any roadmap is a process for building accountability into your organizational DNA. Without that critical ingredient – not process will save your change initiative

A strong process of accountability ensures the organization delivers against expectations – internally and externally. A strong process can be the difference between achieving some business goals occasionally, or all of your business goals all of the time.

While many can get caught up with defining specific steps to achieve their desired change objectives, process is more about building accountability into the approach to change with a No Excuse mindset.



Three Elements of a No Excuse Mindset

There are three key elements that make up a no excuses mindset: expectations, measuring the right things, and creating accountability.

1. Clear Expectations and Outcomes

Leaders need to establish clear expectations about what you want to accomplish and what success looks like. You need to understand your purpose and your motivation for change. Without this, you have no ability to track the success of your efforts and decision-making.

This can be accomplished by setting rules of engagement, setting non-negotiables and developing expectations as a team to ensure everyone is on the same page.

Setting expectations as a team and soliciting their endorsement/agreement also ensures that leaders have permission to hold others accountable once change happens. If you make sweeping changes without the input of your team, it will be difficult for you to hold them accountable, especially if they are not aligned with your purpose, vision, or values. Establishing rules collectively makes it easier to hold each other accountable.

Once agreed upon, make sure everyone is clear on your new expectations, outcomes, and repercussions for not being accountable to these new guiding principles.



2. Measuring the Things that Drive Success

To ensure you are on the right path, it's vital for leaders to measure the things that drive successful change. Leaders need to measure the right things – the key drivers of success – determine how they will be measured, how you can achieve your objectives, and finally, establish accountability.

One of the most common problems in creating a culture of accountability is knowing what to measure because what gets measured is what gets done. Therefore, if you are not measuring the right things, you will not meet your expectations. Make sure you are measuring the things that can be directly impacted – not the outcomes.

It's important to focus on measuring leading indicators – things that we can control. This includes things like number of sales calls, invites sent to prospective members, and even engagement and participation at meetings.

Too often we focus on measuring trailing indicators – things we can do very little about such as sales and profitability, things that are a result of things that have already happened.



When you measure leading indicators you can have more impact on your team performance and look forward, as opposed to looking back.

For example, if you knew that speaking to 10 new people about your product or service, you would get 1 new customer – how many people do you need to speak to get 10 new customers? Obviously 100 new people. The outcome is driven by a leading indicator.

3. Creating Accountability

Accountability is one of the key issues in most organizations. Leaders need to hold themselves accountable just as diligently as they hold their team accountable. Rigorous accountability is the sign of a leader's integrity, and this is needed to make accountability transparent and get your team to buy into the process.

There are three important elements of creating accountability to consider:

Personal Accountability: Leaders must hold themselves accountable first. Walk the talk and back up what you say by being accountable to change first. Personal accountability is your integrity in action. If you don't hold yourself accountable, then how can you expect others to? Whatever your behaviour – you can expect people to model it.

Team Accountability: Accountability needs to be a team effort. When you build a team of like-minded individuals – once you clearly set and agree to the expectations with the team, via a rules of engagement exercise – then the personal commitment and team dynamic often takes care of itself.

Team members need to understand that when they don't deliver, they don't just let the organization down – they let their team mates down. And that personal, emotion connection with people is what really drives accountability.

When you have clarity around the purpose you have the ability to build a cohesive team. But without this clarity across the organization – you can never achieve accountability.

Transparent Accountability: Make sure that you hold yourself and your team accountable in a transparent manner. It could be something as simple as a weekly meeting to get feedback, track deliverables and discuss barriers. The key is to make sure it is built into your change process and not accept excuses for missed deliverables. The goal is to create real commitment to deliverables. To minimize hiccups – there will be hiccups –keep an open dialogue with your team so they feel safe sharing their issues and opportunities. You can never communicate too much, especially when making changes internally.



Change Management Framework

The final piece of the process to creating real change is to establish a change management framework. This framework is made up of rational, emotional, and process driven elements that you can use to manage change and your organization's transition. There are many well recognized change frameworks available, but the key is to have the emotional part of the change process intentionally built into the process. That element is not always clearly evident in some frameworks. Contact me if you would like a copy of the change management framework I use.

Rational Elements

From a rational perspective, the framework should establish methods for measuring services, processes, standards, learning and development, and use balanced scorecards and other metrics to quantify results. These elements will help create a high performance culture.

Emotional Elements

From an emotional perspective, the framework should establish purpose, service principles, how to recognize performance, employee engagement, and set communication standards. Like any model, it is flexible based on the needs of the organization.

Process Driven Elements

This change management framework provides leaders with a road map that will help guide you throughout the change process and achieve your desired outcomes. A good process is transparent, creates focus, demonstrates your commitment and embeds accountability.

Throughout the process component of change, clarity, transparency and engagement are embedded into everything, which drives the emotional component so critical for success. For me, the need for accountability is paramount to a successful change initiative – and that requires a strong process. If you don't hold that 6-ton elephant accountable for its actions, you never know which direction it will take you. Guide the process with a no excuses approach that is rooted in accountability.



SUMMARY - RESULT | PERFORMANCE | PROFITS

While difficult, change is foundational to see an improvement in performance, profits, and results. People inherently resist change – even positive change that is beneficial – because it is hard, messy and painful. And it should be – otherwise everyone would be doing it. It is much easier to hold onto what is working right now than to make hard decisions, ruffle feathers, and hold people accountable to navigate change.

To succeed, it is essential to stir emotions strongly enough to overcome the natural tendency to slide back into the comfort of old habits. Purpose, passion, and process are the key elements to get your organization fired up and focused on creating real change. When leaders understand the rational and emotional components of change and how to clearly communicate the 3P Change Equation, they will be in a position to achieve desired outcomes.

Think of the elephant and the rider once more. The rider may hold the reins and appear to be in charge, – but it is only when they are connected on both an emotional and rational level, the rider can lead in the direction they envisioned.

When all these elements are all in place – then you can expect a **Change in RESULTS**.



STIMULATING CHANGE THAT EXCELERATES PASSION, PRODUCTIVITY AND PROFITS!

Senior leaders hire Bill to influence and inspire higher performing, customer-focused cultures that create long-term, profitable relationships with your customers and *excelerate performance* and productivity with leaders and employees



For over 30 years, Bill has walked in your shoes. He has managed multi-national clients at the highest advertising agency level, been on the leading edge of behavioural database marketing, built and run a successful entrepreneurial marketing company and consulted to clients at the Board, C-level and operational teams.

As a consultant, mentor, writer, speaker and workshop leader, Bill has been a trusted adviser at the highest levels to [national and international clients](#) that include; Anheuser-Busch InBev, Toronto International Film Festival, HBC Rewards Loyalty & Credit Services, The Bay, Ferring Pharmaceuticals, Lexus automobiles, Ontario Teachers' Pension Plan and Pita Pit International – as well as governments like the City of Toronto (Exhibition Place, CNE) and the Province of Ontario (Ontario Place, ServiceOntario).

This has resulted in a unique blend of skills and diversity in experience, with a focus on leadership and long-term strategic direction at the most senior level, plus a strong understanding of the operational fundamentals necessary for success.

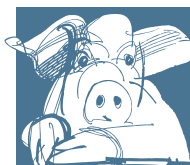
Bill is recognized as the **Performance Excelsator™** because of his uncanny ability to create profound change and deliver extraordinary results. By drawing on real-life experience, his message is inherently credible and incorporates practical applications that change attitudes and behaviours. Whether working with boards or operations teams and employees, his no-excuse approach breaks down the silos and gains consensus and clarity throughout the organization – which results in behaviour change and ultimately drives transformation across the organization.

Bill is passionate about results and works only with clients who have the will to make immediate, positive and profitable changes.

Bill is a Professional member of the Canadian Association of Professional Speakers (CAPS) and the Global Speakers Federation (GSF). He is sought after internationally because his real-world experience and no nonsense approach make him the opposite of formulaic consultants & light content speakers.

Bill is a leadership expert that provides [dynamic keynote presentations](#), [transformative workshops](#), [executive facilitation/moderation](#) and world class [executive leadership consulting](#).

For additional information email bill@billhogg.ca or visit us online at www.billhogg.ca where you can download [Bill's 1-sheet](#).



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