

ChangeAnything.com for Enterprises



Individual Behavior Change is the Competitive Edge

Status quo behaviors lead to status quo outcomes. If you want different outcomes, you must be able to change those behaviors, and all behavior change, even at the enterprise level, begins with the individual.

Based on decades of the best social science, ChangeAnything.com has revolutionized the way that "change-ready" individuals become "change-fortified" individuals. ChangeAnything.com users are 10X more capable of change, creating a powerful competitive edge for your company.

Organizations that invest in employees' capacity to influence behavior, that of themselves and others, are ten times more likely to achieve measurable, repeatable, and sustainable success in corporate change initiatives.

In fact, 95% of corporate change initiatives fall short of advertised results, frequently going over time and over budget. These failed or struggling attempts rely on traditional top-down organizational-wide strategies. These strategies tend to focus exclusively on analysis and company-wide messaging, followed by efforts to design new processes and support infrastructure.

It makes good sense to study the positive deviants (the 5% that do succeed). At the Change Anything lab we have become fast friends with these positive deviants in our efforts to unearth what they do differently to fully engage employees in honing their capacity for changing their behavior on a dime—even when it means pivoting from long engrained habits and work routines to new vital behaviors that are often challenging, counter-intuitive and downright unpleasant at times.

Top-down prescriptive efforts distract leaders from the true enemy of change: status quo behaviors. If you don't change behavior, you won't change results.

***Change the behavior,
change the outcome.***

This ability to manage enterprise-level change by bolstering employee capacity to influence behavior change has become the key competency that separates the best organizations from the mediocre.

Intuitively, we all understand that knowing is different than doing. Decades of social science have taught us is that change happens when individuals adopt new and vital behaviors that align with the desired outcome, especially at crucial moments when success is most at risk.

ChangeAnything.com's platform revolutionizes the way that change-ready individuals become change-fortified individuals. By harnessing the power of a proven, systematic model for behavior change in a web-based platform, individuals 10X their capacity to change their own behavior!

"We are a global security company. Some of the changes we are asking employees to make are not just compliance requirements like... 'thou shalt check the box!'"

Instead we are trying to get them (employees) to a point where they are 'breathing it.'

Our biggest challenge is behavioral."

- Aerospace Senior Executive

The Willpower Trap

Our behaviors are heavily impacted by six sources of influence that are either working for us, leading us to positive change, or against us, keeping us stuck in status quo behavior. These sources of influence surround us everywhere we go, working together to shape every decision we make—and most of us are blind to their presence.

When we're blind to these forces and we encounter disappointing results (like failure to keep up with a diet or seeing a New Years resolution only last a few weeks) we often blame our failure on a lack of willpower ("If I had only just tired harder"). Even when we achieve successful outcomes ("I just landed a new big client account!" or "I finished this 5k race with a faster time than I thought possible!") we tend to be simplistic with our analysis. We often attribute our successes to our personal skill ("I just wanted more than they did"), but find ourselves surprised when we can't consistently duplicate success. We call this phenomenon the Willpower Trap. If we attribute all successes or failures to willpower, we ignore the real factors in play and remain stuck in our status quo behaviors.

In an enterprise, the Willpower Trap can be costly. As each change effort fails, individuals lose their sense of self-efficacy and begin to feel that change is impossible, resulting in a pessimistic, apathetic work environment. This pessimism leads individuals and corporations to limit their expectations of the degree of change that is actually possible.

The Six Sources of Influence

Let's take a moment to describe the Six Sources of Influence:

Human behavior can best be understood by examining what "motivates" and what "enables" people to act. We depict this in our model with one column for Motivation and one for Ability. The columns are then divided into rows, which reflect the three domains that shape behavior: personal, social, and structural.

Personal Motivation (Source 1) – This is the most commonly recognized source of influence. When we want to change, we typically have enough Personal Motivation and it's our blindness to the other sources that stops us in our tracks. When we lack enough Personal

	Motivation	Ability
Personal	1 Make the Undesirable Desirable	2 Surpass Your Limits
Social	3 Harness Peer Pressure	4 Find Strength in Numbers
Structural	5 Design Rewards and Demand Accountability	6 Change the Environment

Motivation, we need tactics for “making the undesirable desirable,” meaning finding ways to motivate ourselves to do the behaviors that are necessary for change.

Personal Ability (Source 2) – When we find that we’re already exerting extraordinary will, we may be suffering from a skill deficiency. To influence stubborn changes in behavior, we must overinvest in vital skills. For example, think of a man that’s trying to lose weight. He would be markedly more successful if he knew how to count calories, understand what body mass index meant, and had knowledge about nutritional facts in his daily diet. Sometimes a knowledge gap prevents us from confidently exercising our vital behaviors.

Social Motivation and Ability (Sources 3 and 4) – We’ll explain these sources together as they are so tightly related to each other. Social Motivation and Social Ability refer to the roles that the people around us play. Are these people serving as friends, coaching us towards good behavior, or accomplices, enabling bad behavior? Consider the benefits of conducting a “friends or accomplices inventory” in your life, followed by a series of tactics designed to transform accomplices into friends.

Structural Motivation (Source 5) – This source refers to the incentives and disincentives that motivate us to action. What would happen if you rewarded a child with candy every time she did something bad? Would you expect her behavior to change? Of course not. And yet we have many incentives structured in our lives that unwittingly reward “bad” behaviors. We like to refer to tackling this source of influence as “Inverting the economy,” or making sure our incentives are motivating us in the right way. Imagine donating \$50 to a horrible organization, like the American Nazi Party, if you didn’t follow through on a vital behavior? Wouldn’t that be motivating? “Inverting the economy” means that we make sure the incentives, rewards, and penalties in our lives are pointing us toward the behavior we want.

Structural Ability (Source 6) – This powerful source focuses on harnessing the environment to serve as a sleepless ally on our behalf. It is all about controlling your space and changing your environment. Think about the cues, tools, and stuff around you and how they enable bad or good behavior. Do you know that if you reduce your plate size by 3 inches, you would eat 33% less calories without even noticing it? Or have you thought about walking to work or always taking the stairs instead of the elevator? Source 6 is about managing the physical things in your environment to aid in your change.

Blind and Outnumbered

In our own Change Anything Labs, we conducted a fun experiment with a group of ten-year-old children to study the effects that these six sources of influence have on decision-making (view a video on the experiment by

"I have employees ready for retirement come to my office, often in despair, wondering why they have little to no retirement money saved. They have no idea how that happened."

- Healthcare HR executive

visiting www.changeanything.com/blindandoutnumbered). What we found was dramatic—that we could deliberately impact behavior and outcomes by manipulating these sources of influence. And regardless of whether the outcome was positive or negative, the subjects had no idea what hit them. They were not only blind to these forces, but they were woefully outnumbered, meaning that so many of these invisible forces worked against them that even the most motivated individual had difficulty making the choices they wanted.

ChangeAnything.com helps individuals and organizations escape the Willpower Trap by helping people to discover and take control of the six sources of influence affecting bad behavior. In this way, individuals arm themselves with a change plan that overwhelms status quo habits. Even the slightest course correction yields immediate and measurable results and unleashes a viral wave of optimistic belief that anything is possible.

Becoming the Subject and the Scientist

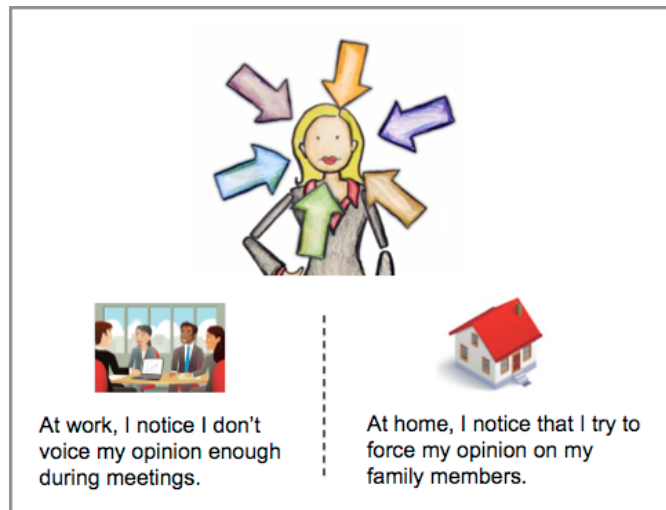
“Change-fortified” individuals master the ability to control the sources of influence in their lives. They understand that they can become unblind to these sources of influence and apply effort and focus to consistently discover why, in certain cases, they may not experience the positive outcomes they want.

On ChangeAnything.com, users go through this process by taking inventory of how the sources of influence affect their best-laid plans for change. In essence, they become experts on the subject of themselves. They become both “subject” and “scientist” of their vital behaviors. These hardy people no longer look to others to solve their problems for them. Rather, they become effective at commanding positive change and see themselves as the scientist of a grand experiment turning bad days into good data, profoundly influencing their most important subject: themselves. They learn from these experiences and use these new lessons to adjust vital behaviors and identify new crucial moments where they are at the most risk.

In order for vital behaviors to become vital habits, discovery happens all day long whether at home, in the boardroom, at a restaurant for lunch, or in a staff meeting. Too often, corporate change initiatives focus solely on the nine-to-five—but that's like getting a haircut on only one side of your head or ordering new shoes for just your left foot.

Individuals that are serious about change understand what factors influence their behaviors. They become ever watchful at crucial moments, ready to spot these sources of influence wherever they are—at work, home or play.

The most effective corporate executives are comfortable with this important fact when leading a major change initiative and model it at very turn, providing employees with permission and hope to envision and engage in building a preferred future.



Putting it together

At ChangeAnything.com, we understand the important attributes of effective enterprise change efforts.

- We target status quo behaviors because status quo behaviors drive status quo outcomes. If you want different outcomes, you have to change those behaviors.
- We understand that behavior change, even for the enterprise, starts at the individual level. Individuals need to be able to perform vital behaviors at the crucial moments where the outcomes you want hang in the balance.
- ChangeAnything.com is the exclusive online platform for these change-ready individuals to take control of the forces that impact behavior and create lasting change that sticks.

The result? With ChangeAnything.com, you'll have an army of users that are 10X more capable of making lasting change. Your enterprise will be able to navigate through even the toughest change initiatives with newfound agility and power. These changes will not only help you achieve and exceed your corporate goals but will create a culture where your employees, managers, and shareholders will truly believe that you have the power to Change Anything.

Make Individual Behavior Change Your Competitive Edge

Contact us today to learn more
about using ChangeAnything.com
in your enterprise:

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From the New York Times bestselling author team who brought you the blockbuster hits *Crucial Conversations* and *Influencer* comes...

Change Anything: The New Science of Personal Success

Available online and in bookstores, April 2011.