Powerful Tools for Effecting Change: Personal and Social Identity
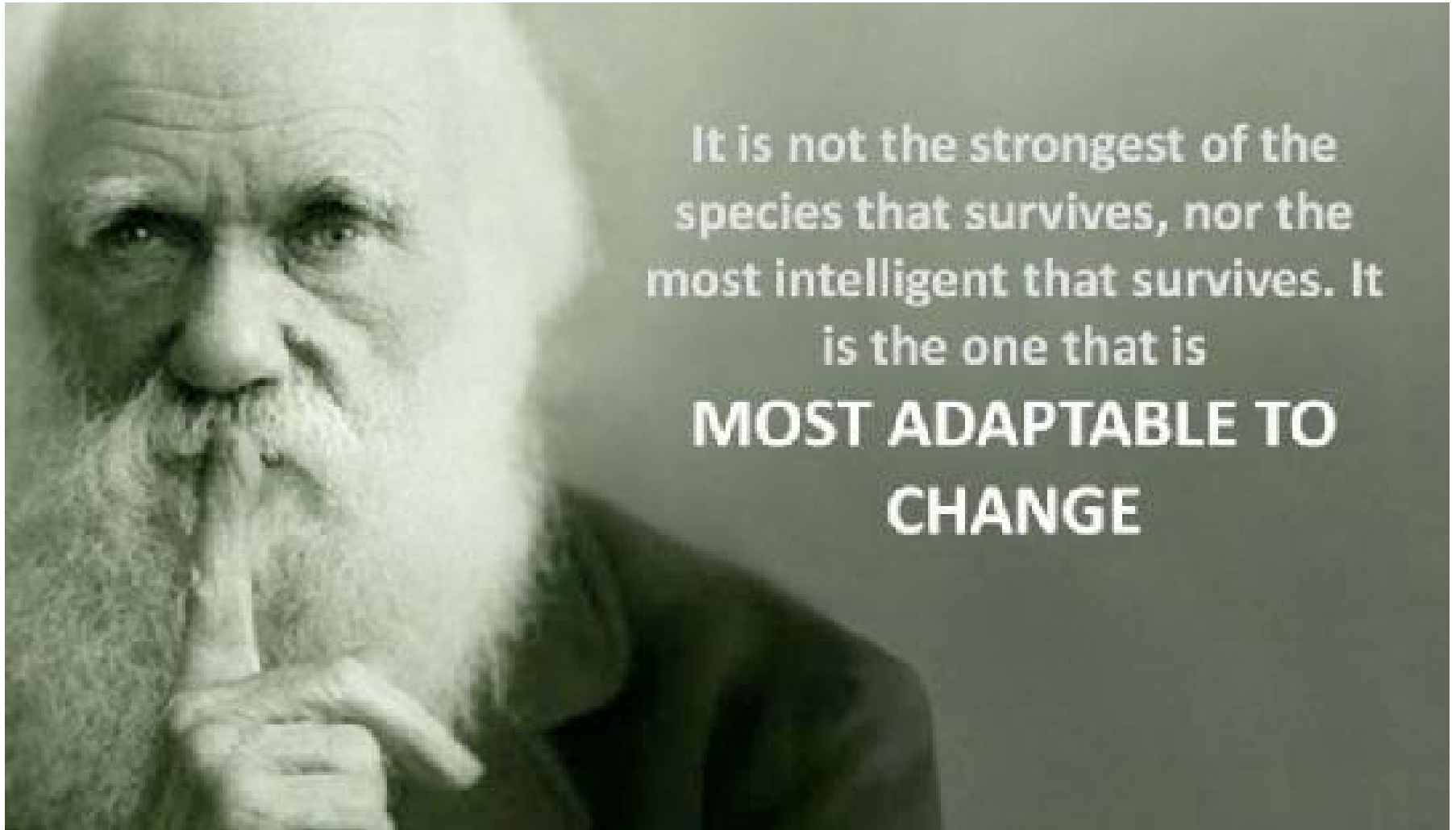
Julie Bright
Agile Coach, Capital One

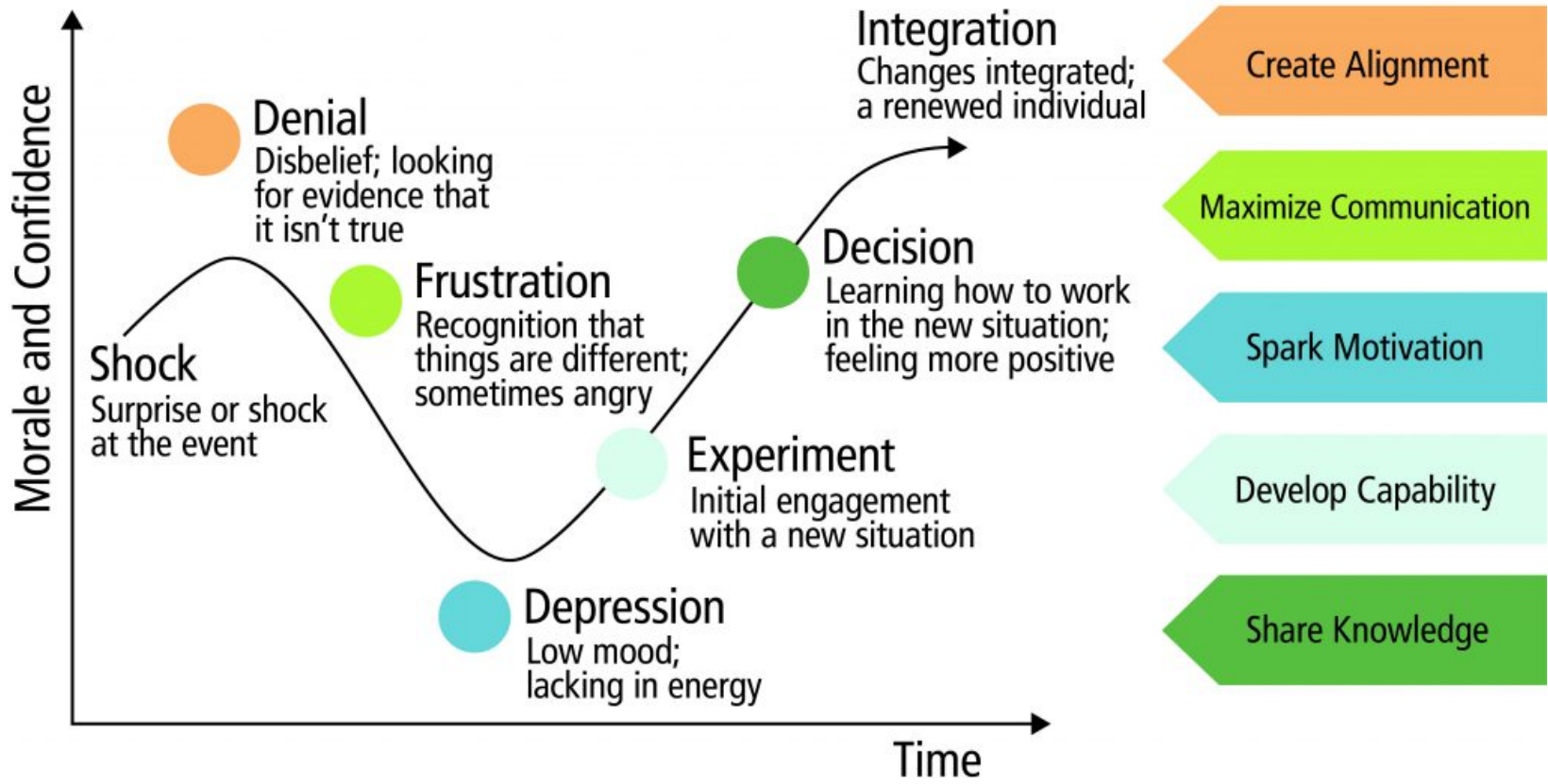**Agile New England**
December 7th, 2017

Tools for Affecting Powerful Change

It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is **MOST ADAPTABLE TO CHANGE**

Stages of acceptance change curve = grief and loss processing curve

THE KÜBLER-ROSS CHANGE CURVE

Morale and Confidence (vertical axis)

Denial
Disbelief; looking for evidence that it isn't true

Shock
Surprise or shock at the event

Frustration
Recognition that things are different; sometimes angry

Depression
Low mood; lacking in energy

Experiment
Initial engagement with a new situation

Decision
Learning how to work in the new situation; feeling more positive

Integration
Changes integrated; a renewed individual

Time (horizontal axis)

Create Alignment

Maximize Communication

Spark Motivation

Develop Capability

Share Knowledge

Change represents a threat to our identity

What is Identity?

Identity Crisis

Social Identity

When employees identify with organizational groups they:

Are less likely to leave

Are more involved on the job

Report working harder

Perform more organizational citizen behaviors

Are more satisfied with their jobs

Tips for affecting change through awareness of Identity

Give people the change

Edit core narratives

Activate existing personas

Create cracks in existing personas

Leverage group norms
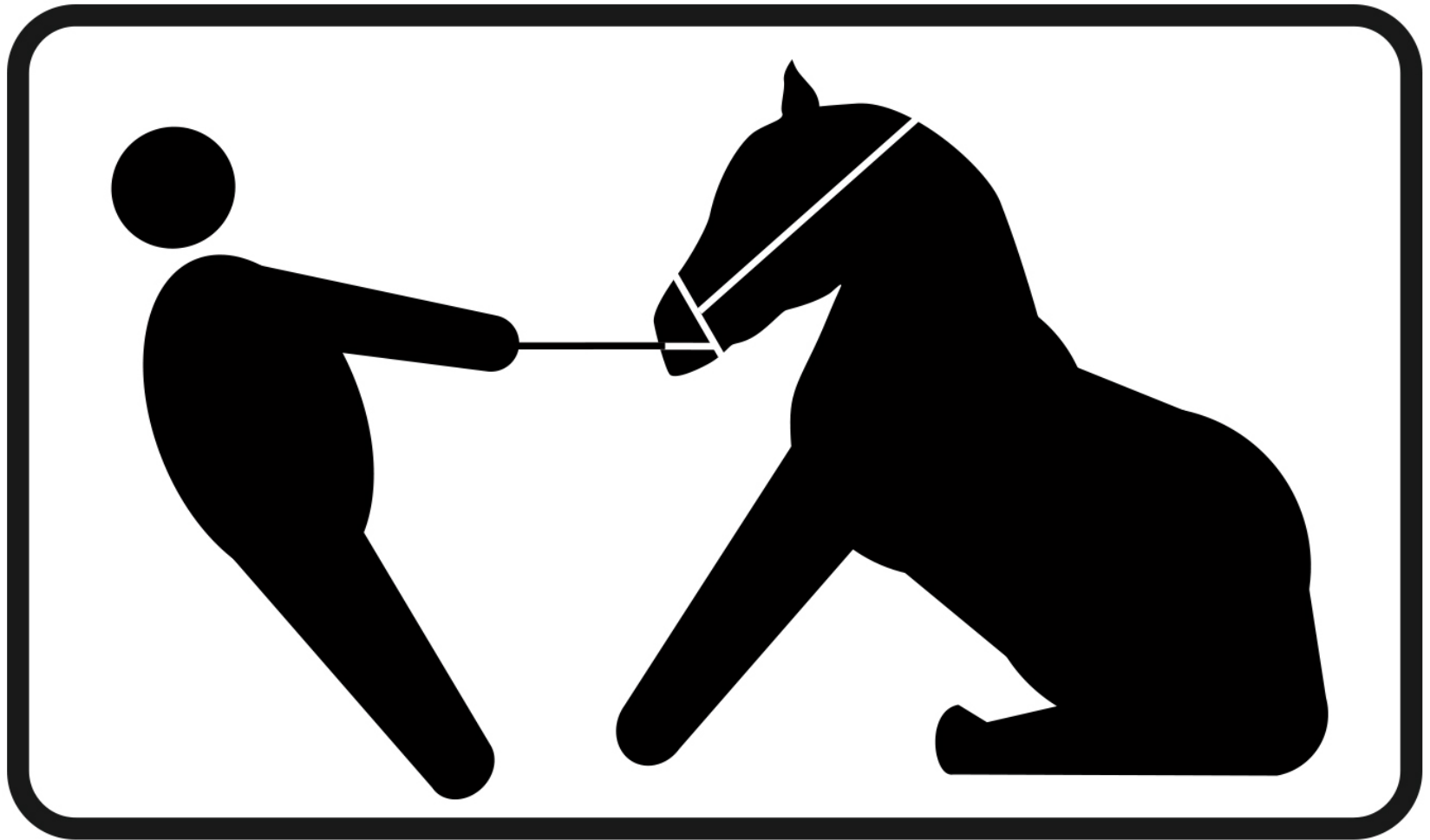
The "Problem" Team
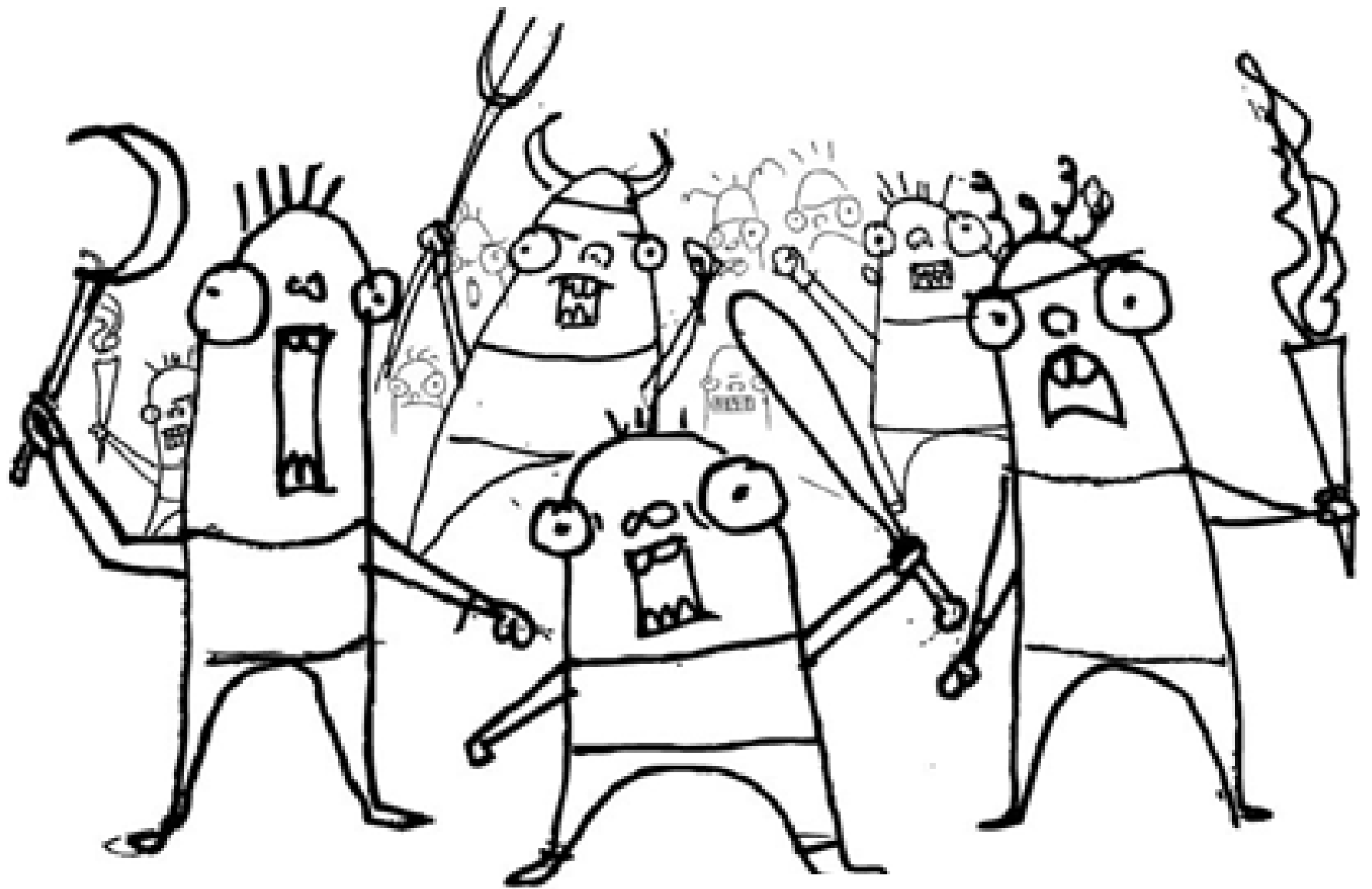
Andrea Zuill © 2011 – www.zuill.us/Illustration

Why are people so resistant to change???

People are not resistant to change. They're resistant to COERCION.

People change ALL THE TIME. On purpose. Even when it's hard.

Even when it's REALLY hard.

Their solution to the Refinement meeting they hated?

More Refinement!....but on their own terms, in their own way.

Give People the Change

Give People the Change

"A team should choose its own process - one that suits the people and context in which they work.

Imposing an agile process from the outside strips the team of the self-determination which is at the heart of agile thinking."

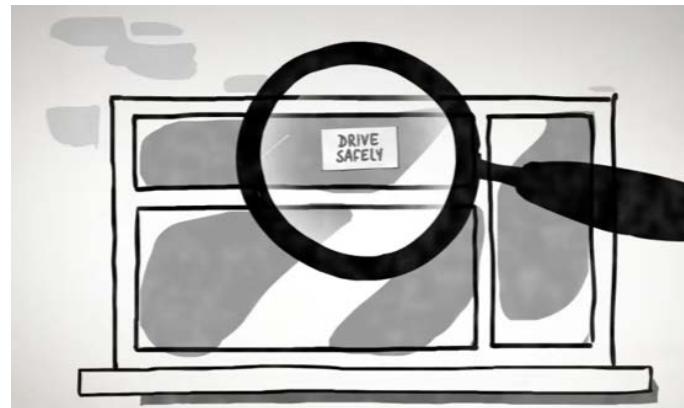*- Martin Fowler*

Edit Core Narratives
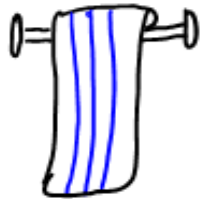
Activate Existing Personas
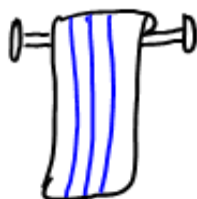
Create Cracks in Existing Personas

Leverage Group Norms
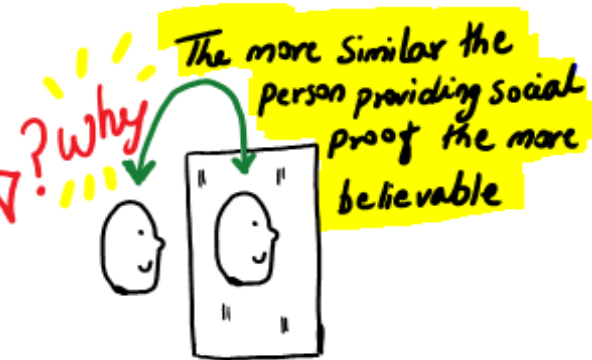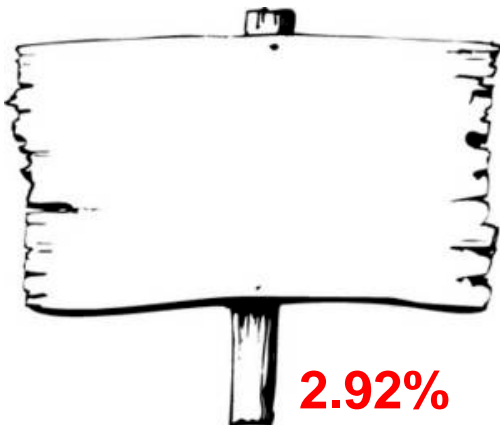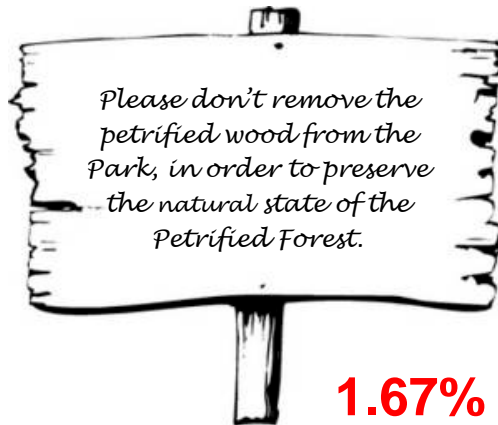
Troika Workshop

- **Spend 3 minutes brainstorming**

- **Get into groups of 3**

- **Take 3 minutes to share your idea with the others in your group**

- **Spend 3 minutes getting feedback from them.**

- **Repeat until all 3 have presented.**

clock-countdown.exe

Powerful Tools for Effecting Change:
Personal and Social Identity

Thank you!!

Julie Bright

Agile Coach, Capital One

julie.bright@capitalone.com

Twitter: @JulieSaarah

https://www.linkedin.com/in/julie-bright/

References

Kim, BR., Liss, A., Rao, M. et al. "Social deviance activates the brain's error-monitoring system" Cogn Affect Behav Neurosci (2012) 12: 65. https://doi.org/10.3758/s13415-011-0067-5

Cialdini, Robert B. "Chapter 3: Commitment and Consistency: Hobgoblins of the Mind." *Influence: The Psychology of Persuasion*. New York, NY: Collins, n.d. Web.
https://mafhom.files.wordpress.com/2014/03/influence.pdf

Pascale, Richard T., Jerry Sternin, and Monique Sternin. "Chapter 2: Childhood Malnutrition in Vietnam: From Peril to Possibility." *The Power of Positive Deviance: How Unlikely Innovators Solve the World's Toughest Problems*. Boston, MA: Harvard Business, 2010. N. pag. Print.

Johnson, Michael D., Frederick P. Morgeson, and David R. Hekman. "Cognitive and Affective Identification: Exploring the Links between Different Forms of Social Identification and Personality with Work Attitudes and Behavior." *Journal of Organizational Behavior* 33.8 (2012): 1142-167. Web.

Ellington, Laurie. "The Neuroscience of Leadership in Systems of Care: Transforming the Way We Lead Systems Change with Insights From Brain Science." Children's Mental Health Network, 11 July 2013.
http://www.cmhnetwork.org/media-center/morning-zen/the-neuroscience-of-leadership-in-systems-of-care

Gilovich, Thomas, Victoria Husted Medvec, and Kenneth Savitsky. "The Spotlight Effect in Social Judgment: An Egocentric Bias in Estimates of the Salience of One's Own Actions and Appearance." Journal of Personality and Social Psychology 78.2 (2000): 211-22. Web.

Burgess, Mark. "Chapter 1: Promises and Impositions." *Thinking in Promises*. June 2015. Web.
<https://www.safaribooksonline.com/library/view/thinking-in-promises/9781491917862/>.

References

St. Lucia Parrot:

Collar, N. & Boesman, P. (2017). St Lucia Amazon (Amazona versicolor). In: del Hoyo, J., Elliott, A., Sargatal, J., Christie, D.A. & de Juana, E. (eds.). Handbook of the Birds of the World Alive. Lynx Edicions, Barcelona. <http://www.hbw.com/node/54756>

"The Original Bright Spots Story." *Bright Spots*. N.p., 24 Feb. 2012. Web. 02 Apr. 2017. <https://brightspotsculture.wordpress.com/the-original-story/>.

Many of the images I found online are the work of Scott Maxwell / Lumaxart. https://www.flickr.com/photos/lumaxart/2137737248/in/photostream/

Social Conformity – Brain Games

https://www.youtube.com/watch?v=o8BkzvP19v4

Science of Persuasion

https://www.youtube.com/watch?v=cFdCzN7RYbw&t=3s

https://en.wikipedia.org/wiki/Ben_Franklin_effect

http://openspaceagility.com/invitation-based-change/

https://www.martinfowler.com/bliki/AgileImposition.html

References

Wilson, Timothy D. *Redirect: Changing the Stories We Live by*. New York: Back Bay, Little, Brown, 2015. Print.

Thaler, Richard H., and Cass R. Sunstein. *Nudge: Improving Decisions about Health, Wealth, and Happiness: Rev. and Exp. Ed*. New York: Penguin, 2009. Print.

Heath, Chip, and Dan Heath. *Switch: How to Change Things When Change Is Hard*. New York: Broadway, 2010. Print.

Weinschenk, Susan M., Ph.D. *How to Get People to Do Stuff: Master the Art and Science of Persuasion and Motivation*. Berkeley, CA: New Riders, 2013. Print.