Turning Negative Heat into Positive Energy
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Executive Summary

1. **Direct the Rider (intellect)—effective change has to make sense. They must know what to do and how to do it. You cannot expect others to embrace change that is illogical, superficial, or meaningless.**
   a. Find the Bright Spots—the best place to jumpstart change is to identify where it is already working. Look for those who are accomplishing the desired results and move outward from there.
   b. Script the Critical Moves—don't ask others to bite off more than they can chew. Focus on one or two simple actions that start the process. It doesn't have to be done exactly right the first time—start with a simple, essential action.
   c. Point to the Destination—without a vision the people perish. Develop a simple, concrete picture of where you are going. Riders can develop the intermediate steps needed if they get started and can see an inspiring destination.

2. **Motivate the Elephant (emotion)—logic alone won't overcome the elephant's natural tendency toward status quo. Effective change requires compelling emotion. What is always driven by why.**
   a. Find the Feeling—we assume the process is analyze-think-change when it is not. In successful change efforts the process is see-feel-change.
   b. Shrink the Change—early success drives lasting change. Good coaches know that championships are won by small, daily improvements. Find the small victories and celebrate them.
   c. Grow Your People—help your team develop an identity consistent with the change needed. Utilize a vocabulary that points to the destination and create a culture that allows for failure without finality: A, B, C, and NY (not yet).

3. **Shape the Path (environment)—what looks like a people problem is often a situation problem. Meaningful change occurs easiest when the desired action is a comfortable one. Change the environment to support the change.**
   a. Tweak the Environment—rules, reprimands, and punishments build resistance to change. It's usually better to remove the physical roadblocks and create the conditions to allow naturally occurring change.
   b. Build Habits—develop "action triggers" to motivate your team. Work on designing the environment to bring out the best in people. Provide a checklist.
   c. Rally the Herd—behavior is contagious. Provide honest feedback to the entire team—just the facts. Celebrate the early adopters. Make the desired behavior the norm.