



IT'S TIME TO CHANGE HOW WE CHANGE

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GOAL



PROBLEM



SOLUTION



BEHAVIORAL CHANGES NEEDED
TO ENABLE THE SOLUTION

GOAL



PROBLEM



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PROBLEM



DESIRED BEHAVIORAL CHANGES



SOLUTIONS NEEDED TO ENABLE / MOTIVATE
THE DESIRED BEHAVIORAL CHANGES

GOAL



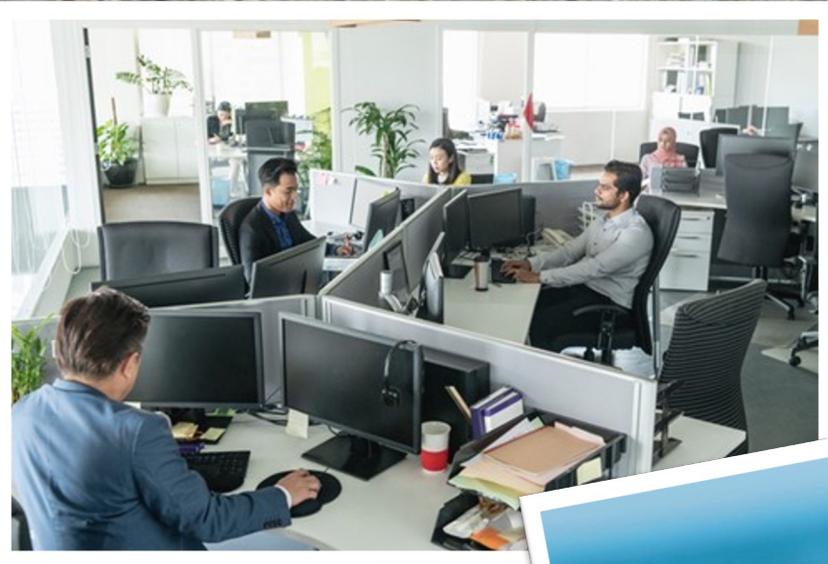
PROBLEM



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WHO IS IN SERVICE OF WHO?

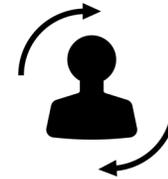
ASPIRATION | FOCUS DURING EXECUTION | MEASURE OF SUCCESS



SOLUTION



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TO ENABLE THE SOLUTION**



DESIRED BEHAVIORAL CHANGES



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TRADITIONAL CHANGE MANAGEMENT MINDSET

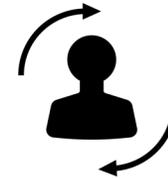


SOLUTION



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HUMAN-CENTRIC CHANGE MANAGEMENT MINDSET



DESIRED BEHAVIORAL CHANGES



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TRADITIONAL

C H A N G E

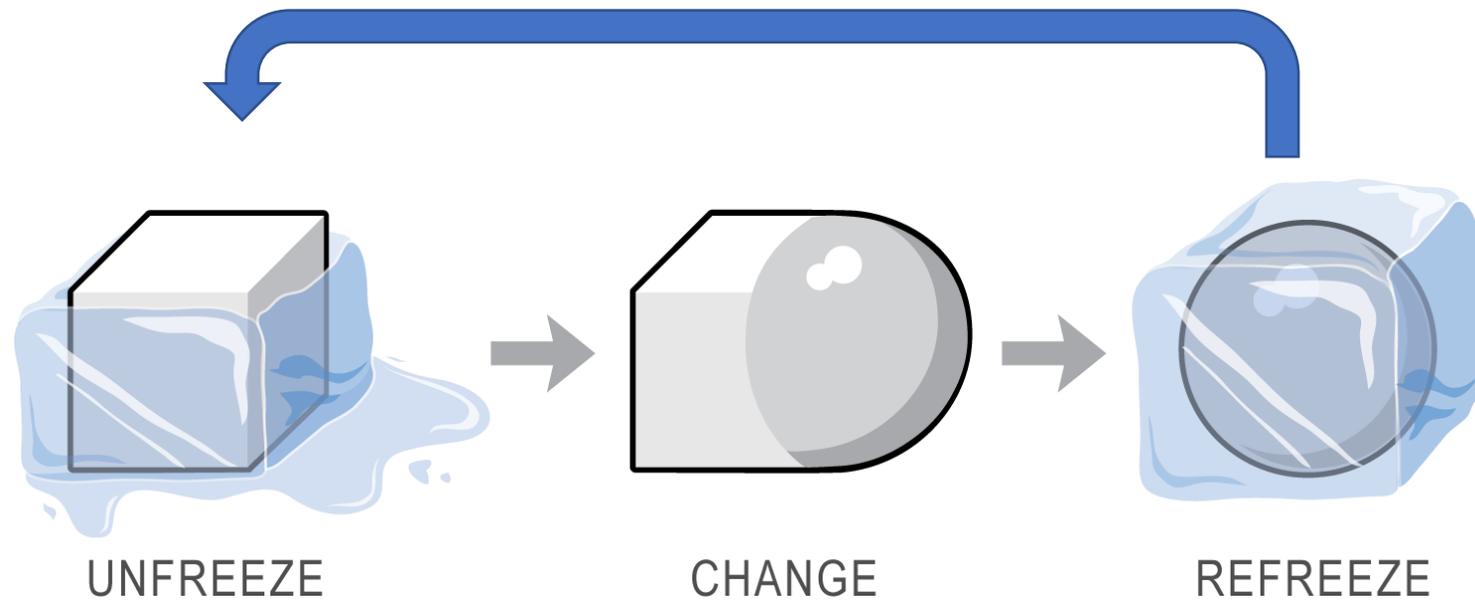
Mindset

The Grandfather of Change Theory...



KURT LEWIN (1890-1947)

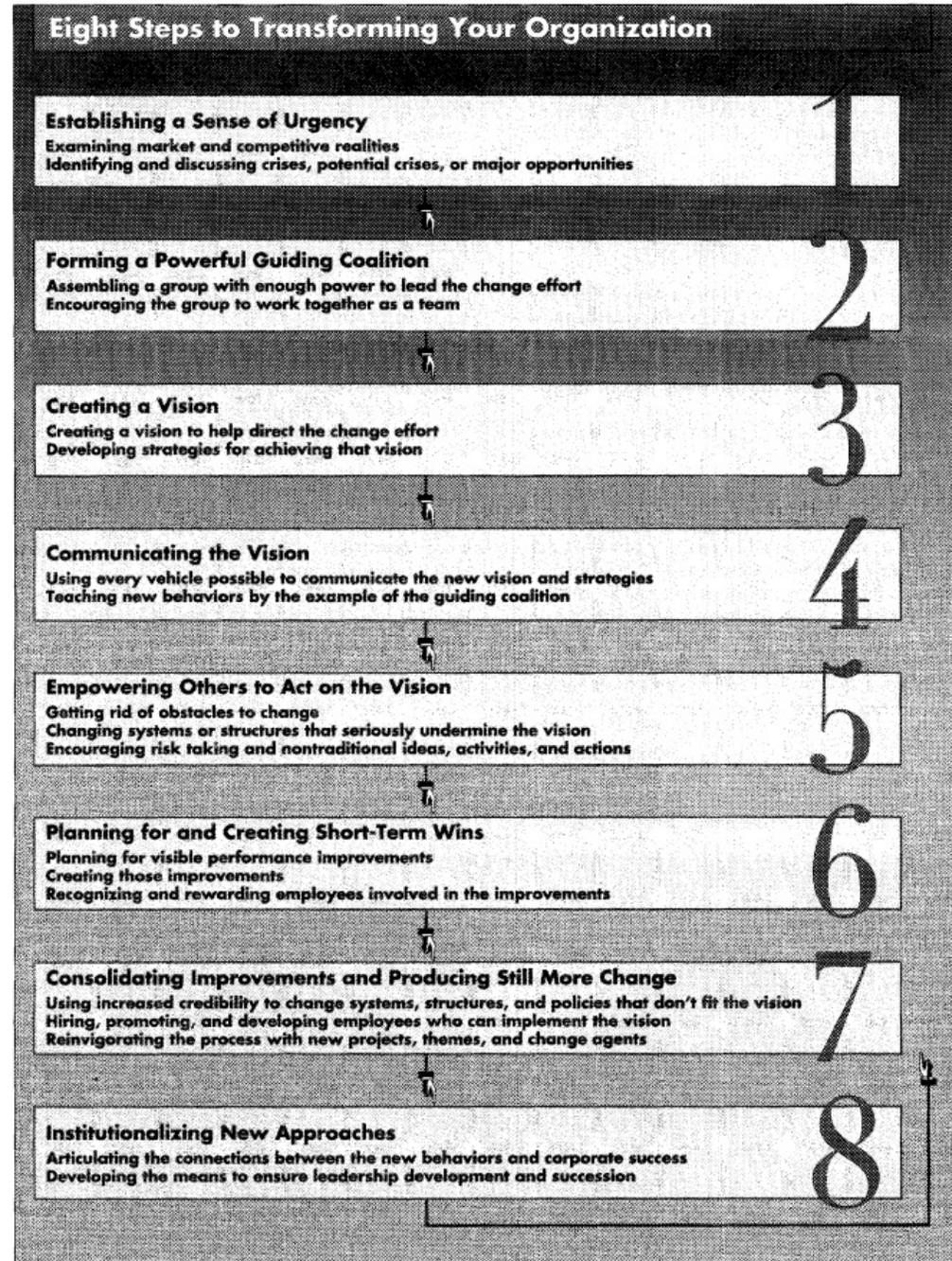
Kurt Lewin's Change Model





Refreeze?

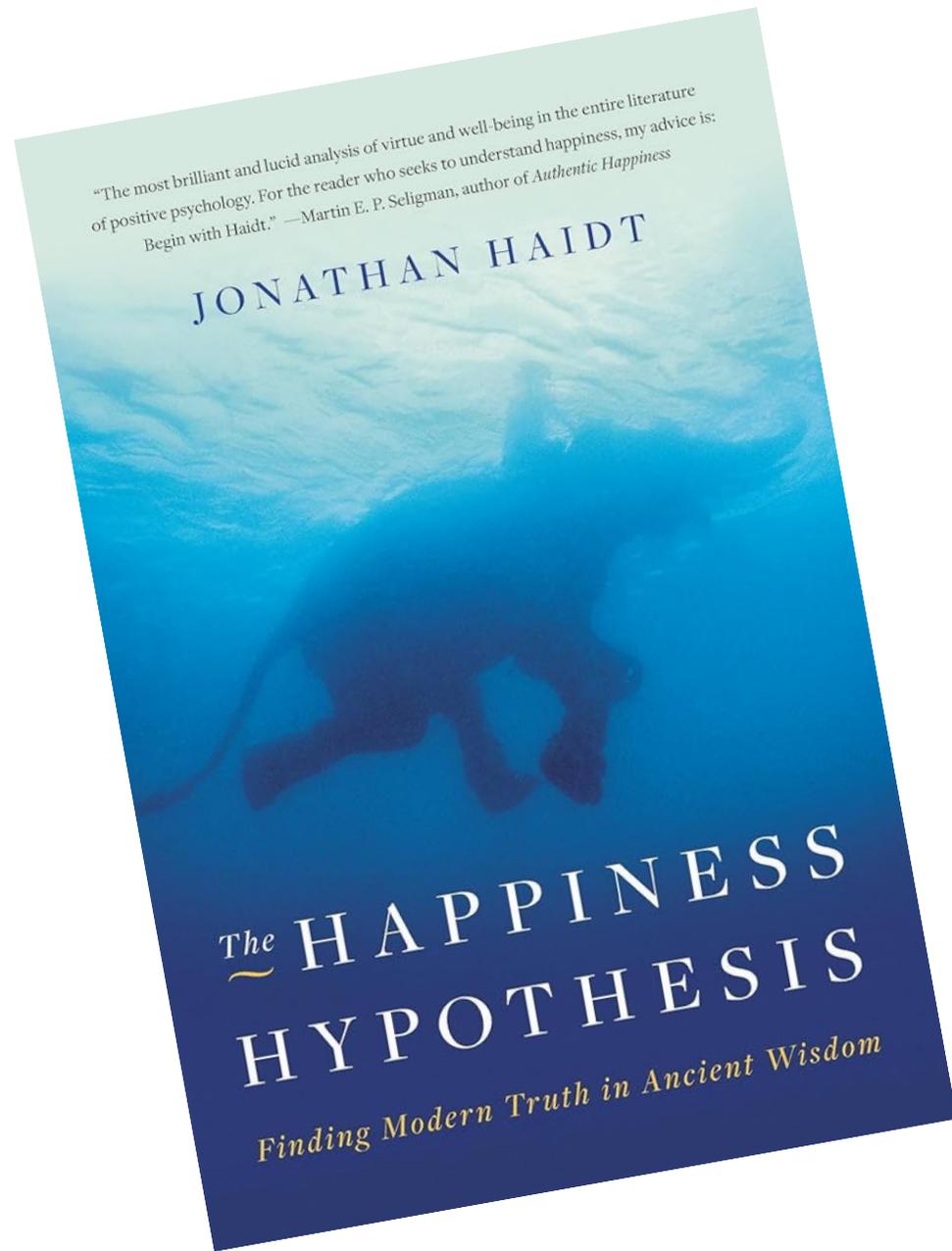
KOTTER MODEL



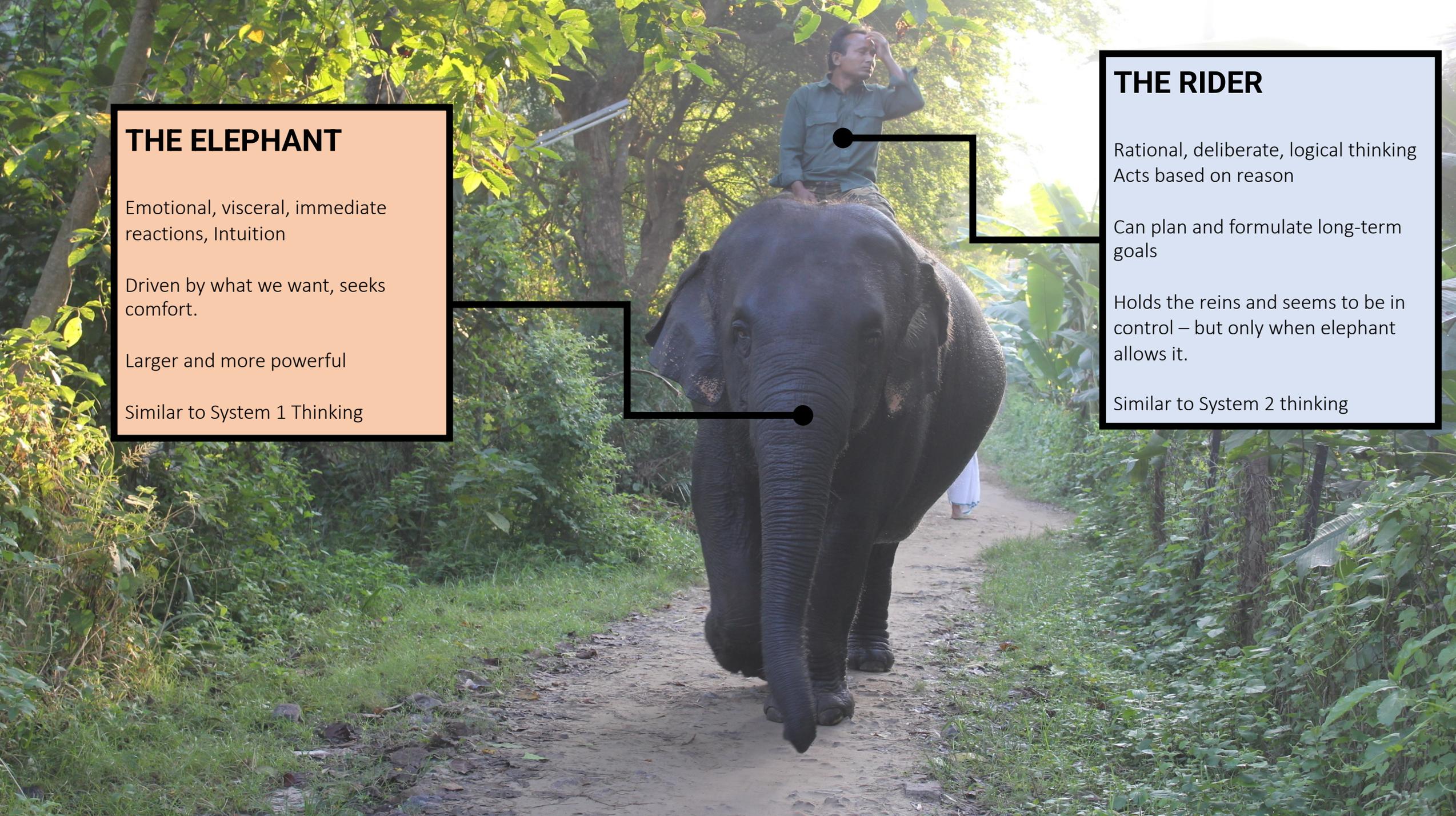
HUMAN-CENTRIC

C H A N G E

Mindset



JONATHAN HAIDT
Professor of Ethical Leadership
NYU Stern School of Business



THE ELEPHANT

Emotional, visceral, immediate reactions, Intuition

Driven by what we want, seeks comfort.

Larger and more powerful

Similar to System 1 Thinking

THE RIDER

Rational, deliberate, logical thinking
Acts based on reason

Can plan and formulate long-term goals

Holds the reins and seems to be in control – but only when elephant allows it.

Similar to System 2 thinking

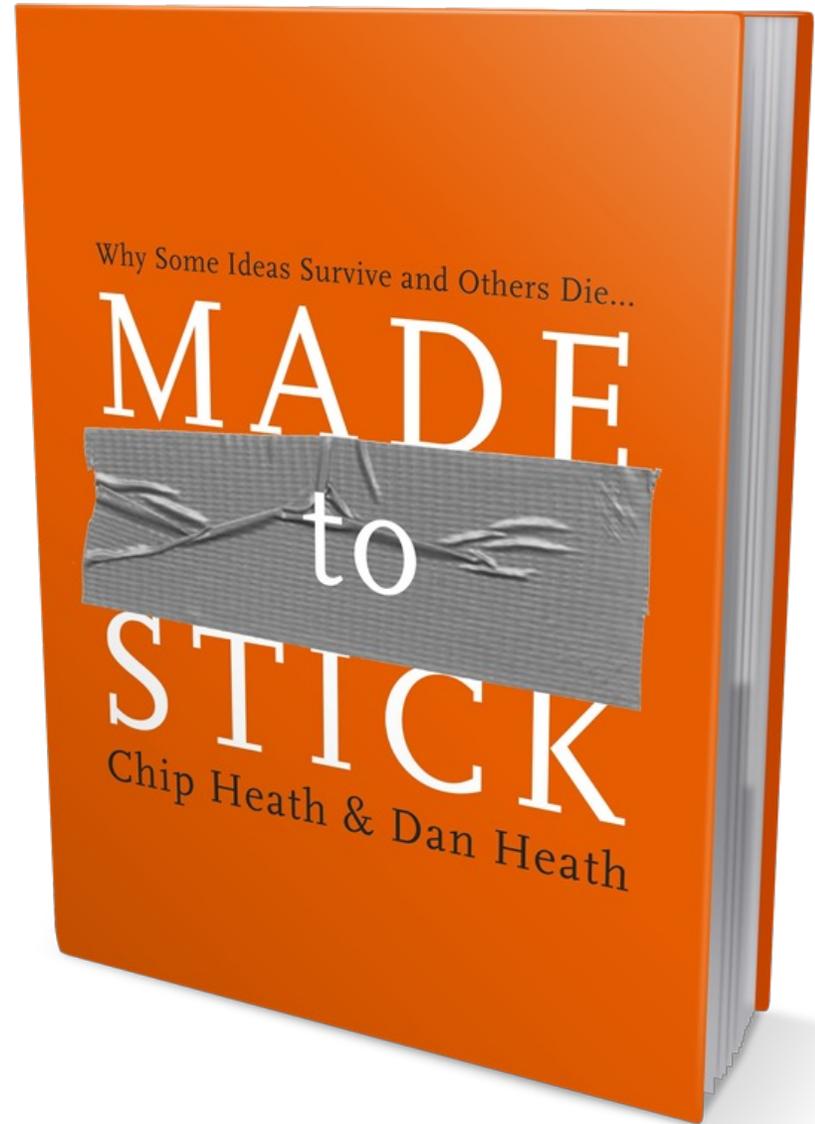
THE RIDER AND
ELEPHANT NEED
SPECIFIC BEHAVIORS
NOT GENERIC
BEHAVIORS



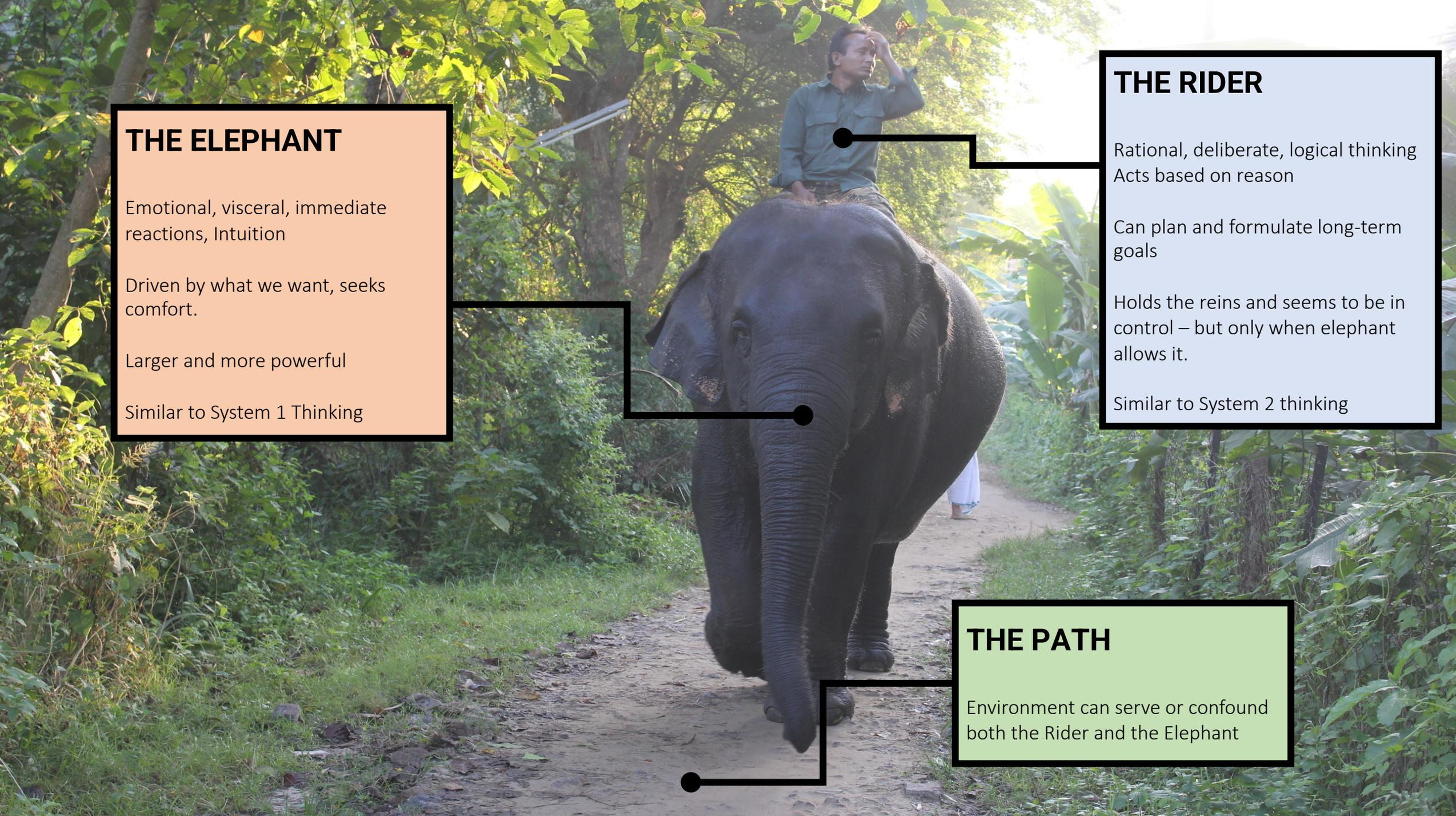
THE RIDER AND ELEPHANT NEED **SPECIFIC BEHAVIORS** NOT GENERIC BEHAVIORS

Generic Behavior	Specific Behavior
Practice empathy	Listen actively without interrupting when someone is speaking.
Don't be toxic	Articulate observations, not assumptions.
Exercise regularly	Go for a 30-minute walk every morning.
Save money	Transfer 10% of your paycheck to a savings account each month.
Communicate effectively	Use "I" statements to express feelings and needs.
Be kind	Compliment one person each day.
Reduce screen time	Limit social media use to 30 minutes per day.
Foster teamwork	Encourage and recognize team members' contributions during meetings.
Manage stress	Practice deep breathing exercises for 5 minutes twice a day.

CHIP HEATH AND DAN HEATH
Authors of Made to Stick + 3 other books
NY Times Best Sellers



Made to Stick was named the Best Business Books



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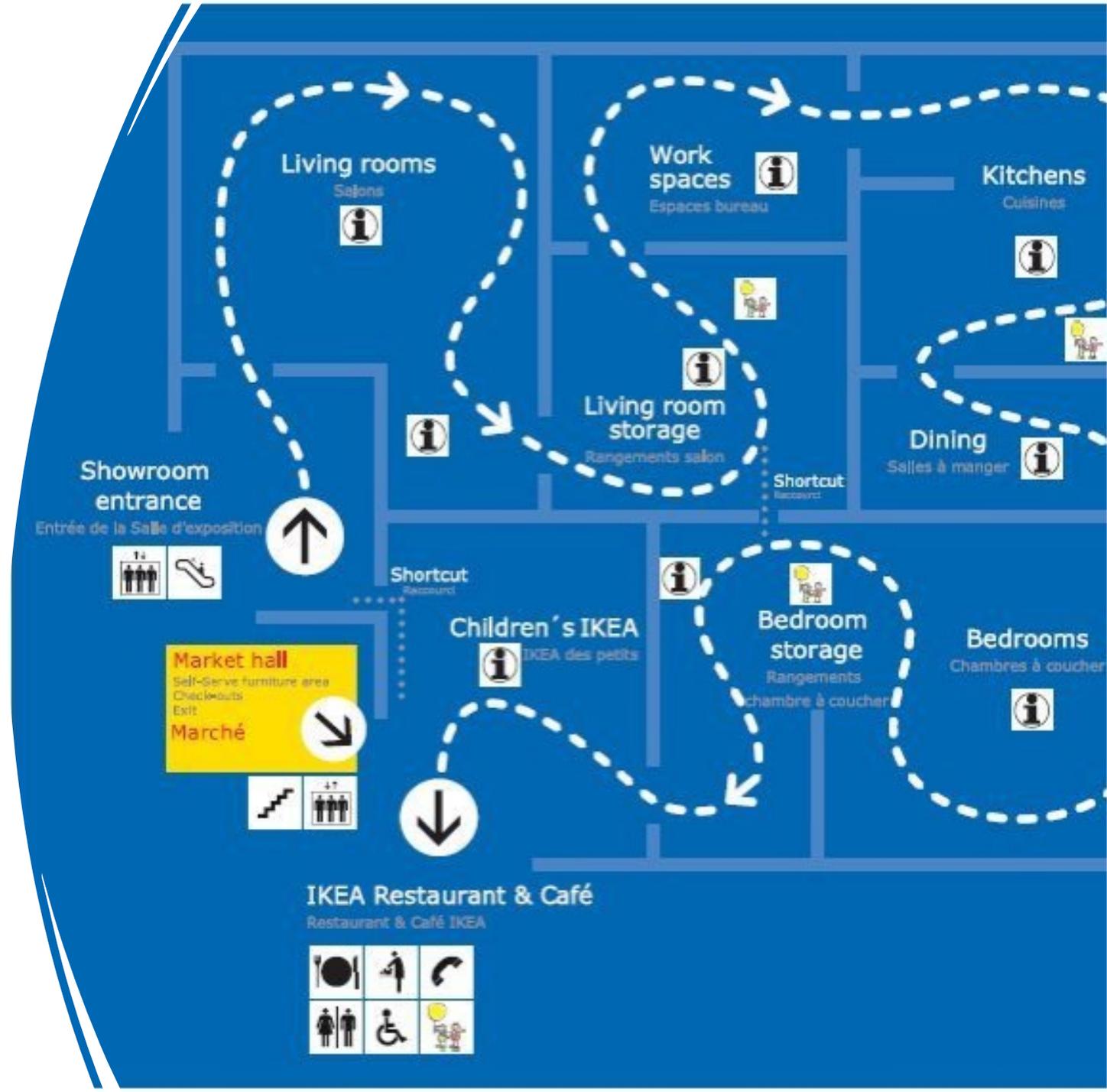
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Similar to System 2 thinking

THE PATH

Environment can serve or confound both the Rider and the Elephant



GUIDING & REDUCING FRICTION

When the Path is well-designed, it reduces friction and makes it easier for both the Rider and the Elephant to move in the desired direction.

This could involve streamlining processes, providing resources, or removing barriers that impede progress.

It offers cues and prompts that guide decision-making and action.

Path helps align the intentions of the Rider and the motivations of the Elephant towards a common objective.

THE PATH

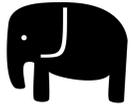
RIDER, ELEPHANT, AND PATH

AS AN AGENT OF CHANGE :



DIRECTING THE RIDER

- Crystal clear direction – what is the critical change in behaviour you are looking for?



MOTIVATING THE ELEPHANT

- How will you get inside people's identities and passions to make them feel the change?



SHAPING THE PATH

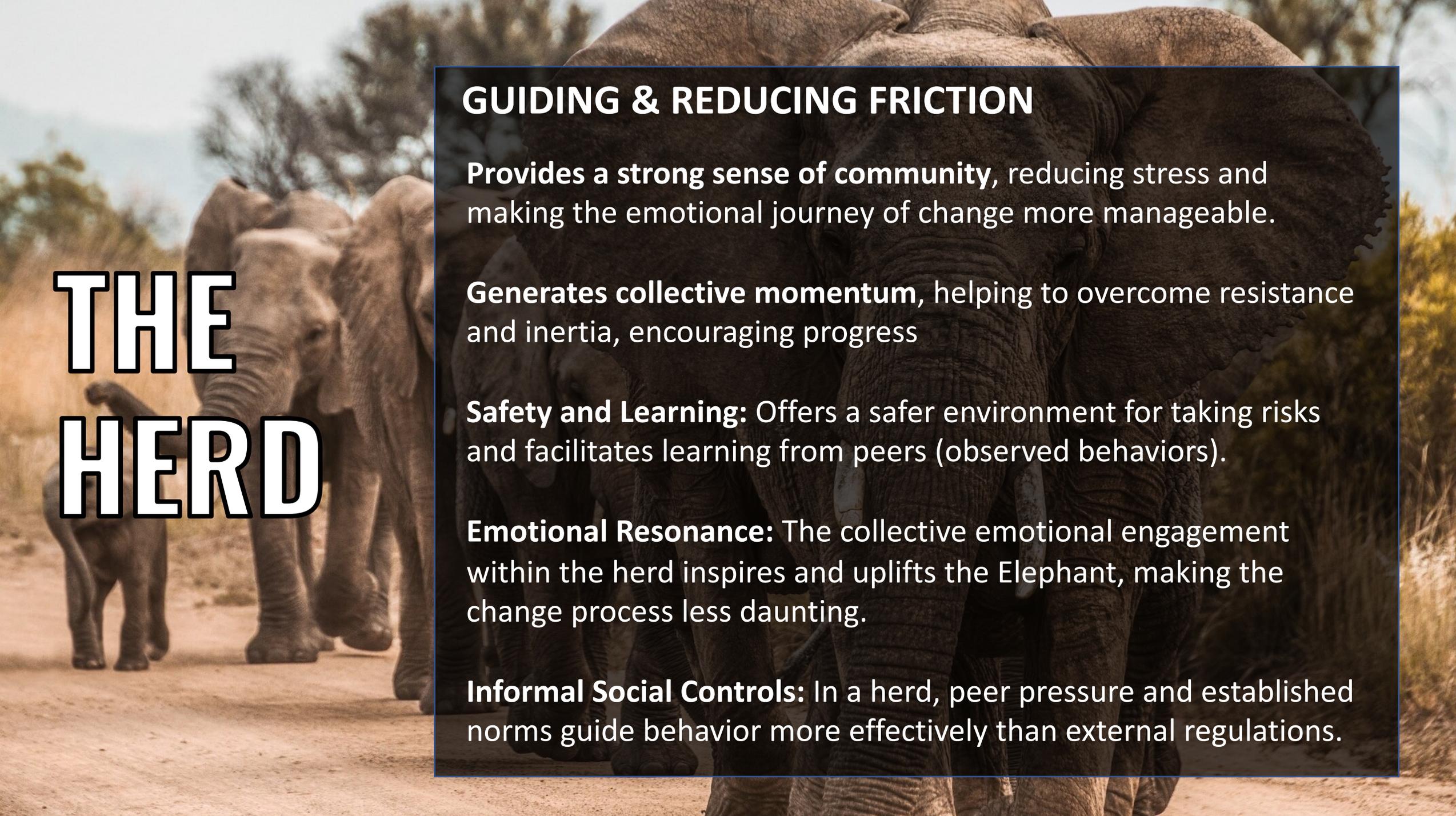
- What can you tweak in the environment to make change natural and easier?



ONE MORE THING



**BUILD A
HERD**

A herd of elephants is shown in a savanna setting. In the foreground, a large elephant is seen from the side, its trunk and legs visible. Behind it, several other elephants are walking in the same direction. The background features dry grass and scattered trees under a clear sky.

THE HERD

GUIDING & REDUCING FRICTION

Provides a strong sense of community, reducing stress and making the emotional journey of change more manageable.

Generates collective momentum, helping to overcome resistance and inertia, encouraging progress

Safety and Learning: Offers a safer environment for taking risks and facilitates learning from peers (observed behaviors).

Emotional Resonance: The collective emotional engagement within the herd inspires and uplifts the Elephant, making the change process less daunting.

Informal Social Controls: In a herd, peer pressure and established norms guide behavior more effectively than external regulations.

	THE HERD	THE PATH
Focus	Social dynamics and emotional engagement.	Modifying the external environment and providing structured directions.
Method of Influence	Influences through social norms and peer interactions, making change a shared social endeavor.	Influences through strategic modifications to the environment and processes.
Sustainability	Changes may be more volatile, dependent on group dynamics and leadership.	Changes tend to be more stable and predictable, as they are built into systems and structures.
Adaptability	Offers flexibility, quickly adapting to new insights and circumstances within the group.	Requires more deliberate planning and resources to adapt to changes.
Impact on Behavior	Encourages behavior change through emotional resonance and peer support.	Guides behavior change by making desired actions the easiest or most natural choice.
Long-term Planning	Can be effective for rapid change but may need reinforcement to sustain long-term transformation.	Designed with long-term sustainability in mind, integrating changes into regular routines.

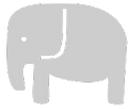
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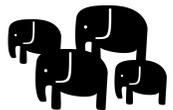
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SHAPING THE PATH

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BUILD A HERD

- Human change happens through the activation of networks not change programs

Networking





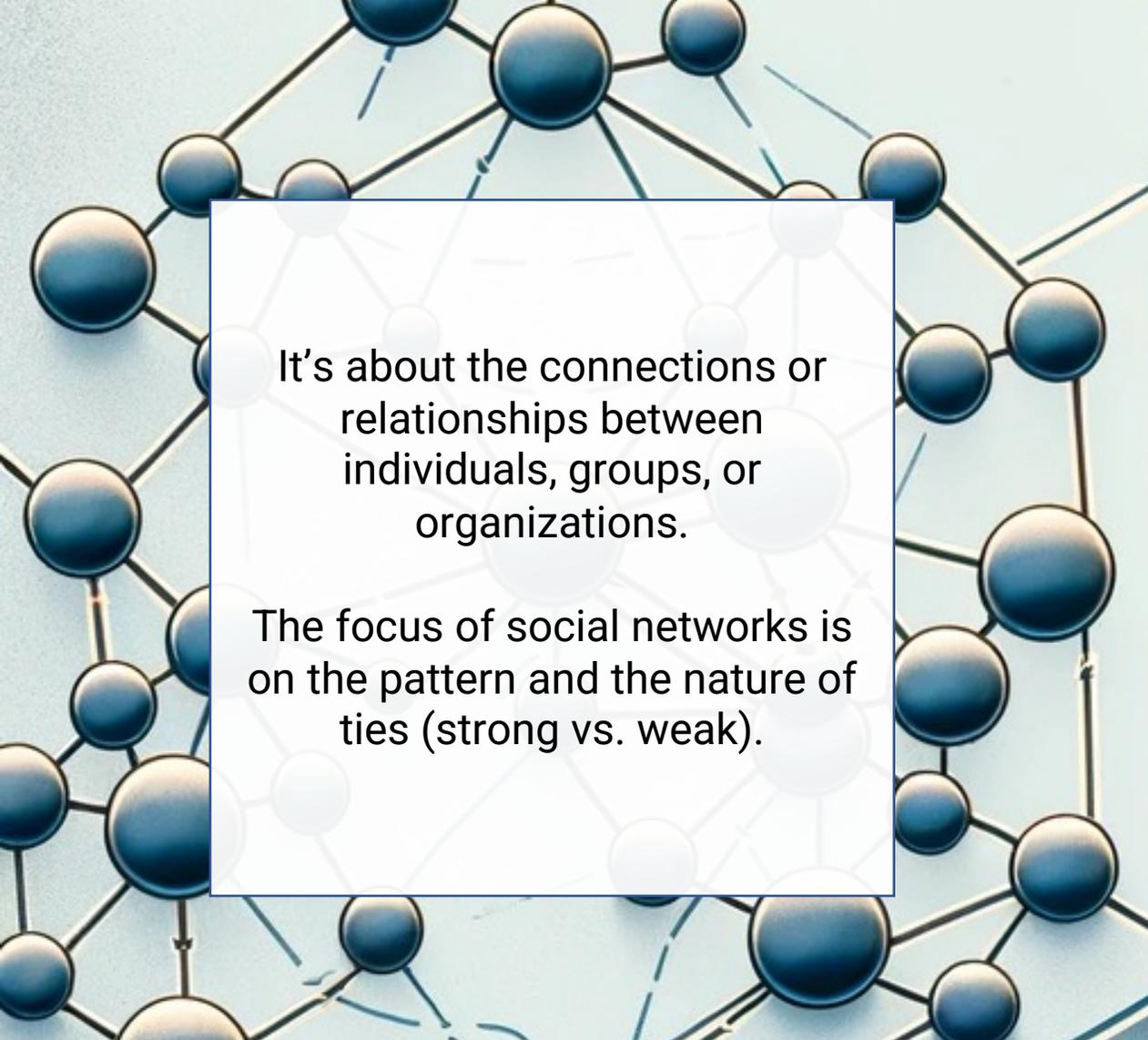
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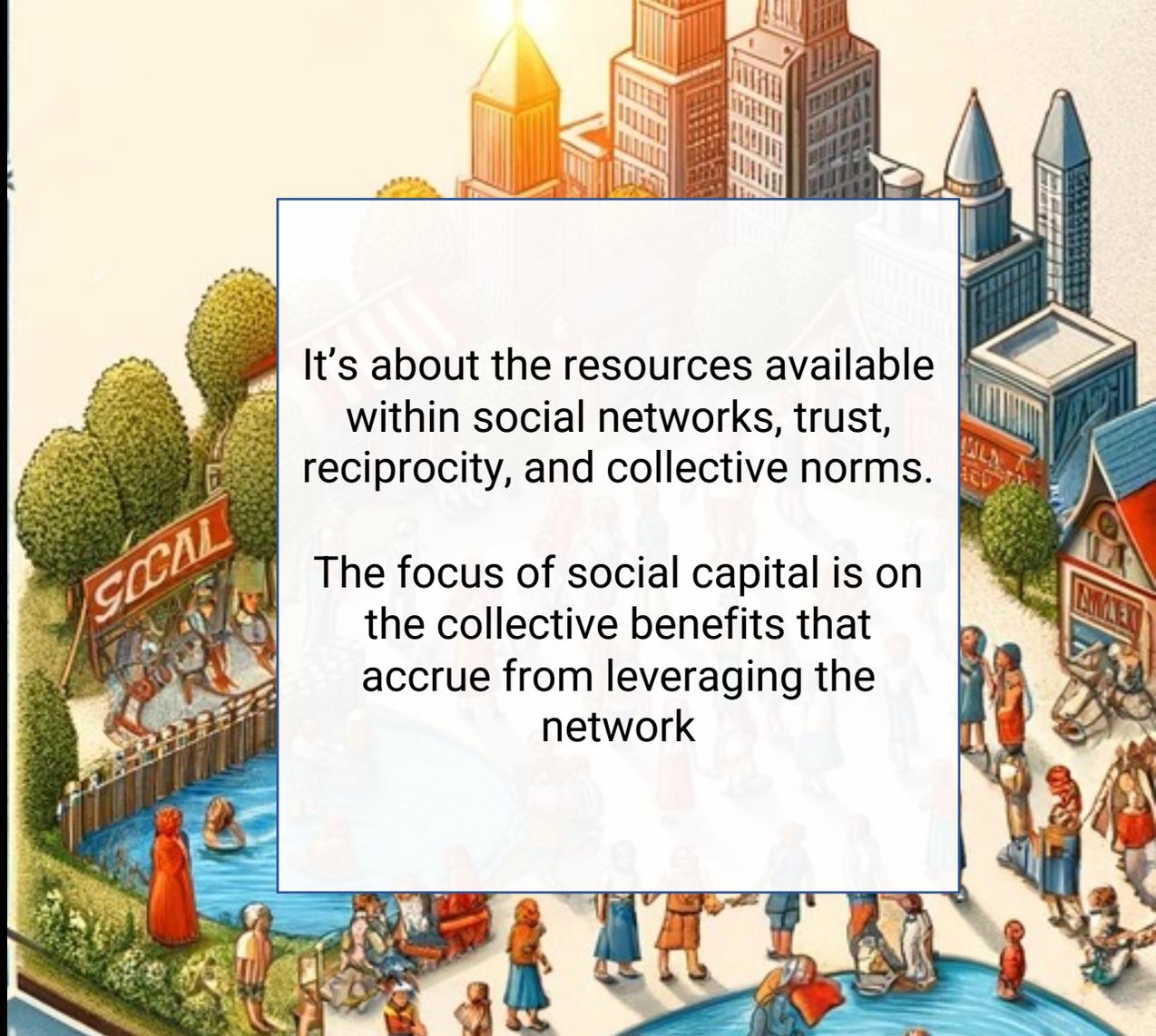
T



It's about the connections or relationships between individuals, groups, or organizations.

The focus of social networks is on the pattern and the nature of ties (strong vs. weak).

SOCIAL NETWORK



It's about the resources available within social networks, trust, reciprocity, and collective norms.

The focus of social capital is on the collective benefits that accrue from leveraging the network

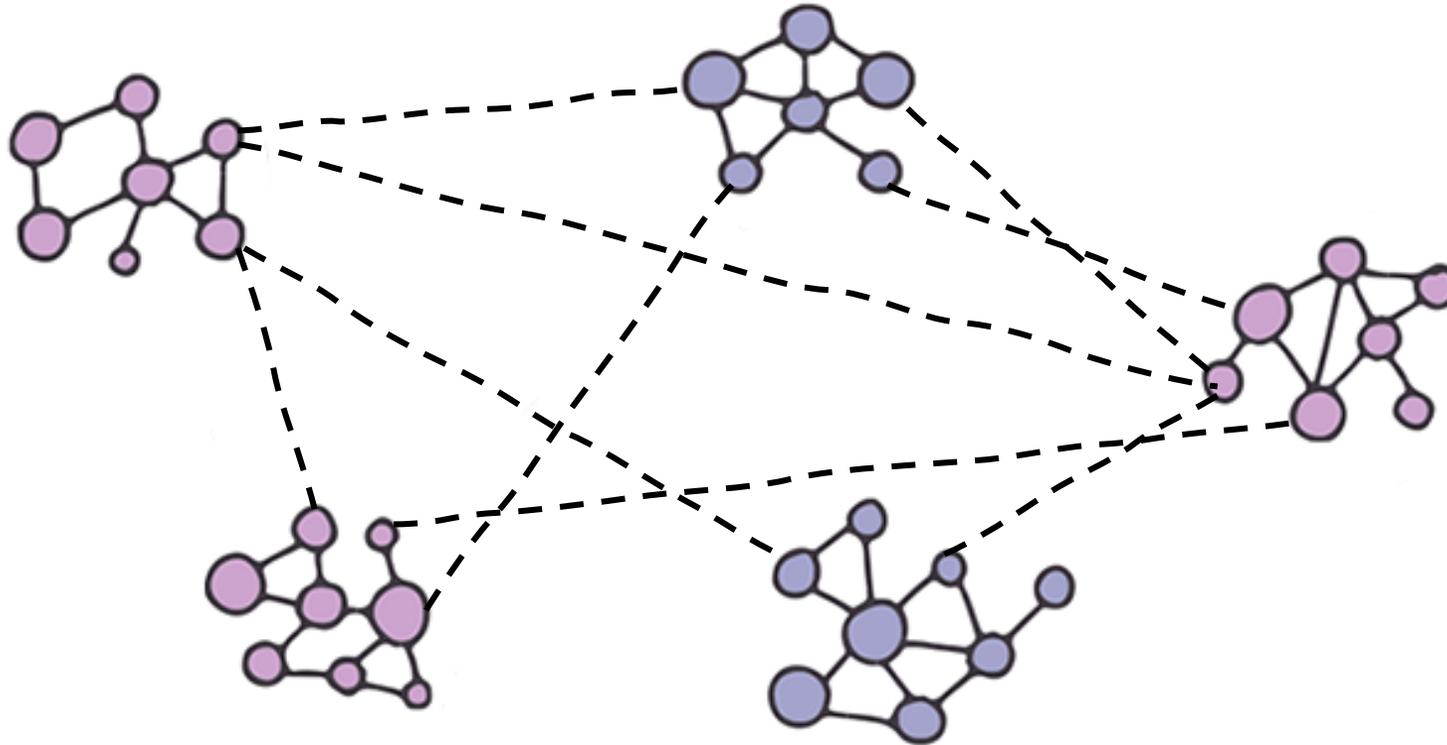
SOCIAL CAPITAL

STRONG TIES

Strong ties are relationships between people who work, live or play together. They are utilized frequently and need a lot of management to stay healthy. Over time people with strong ties tend to think alike, as they share their ideas all the time

WEAK TIES

Weak ties are relationships between members of different groups. They are utilized infrequently and therefore do not need a lot of management to stay healthy. They lead to diversity of ideas as they tie together disparate modes of thought



SOCIAL NETWORK

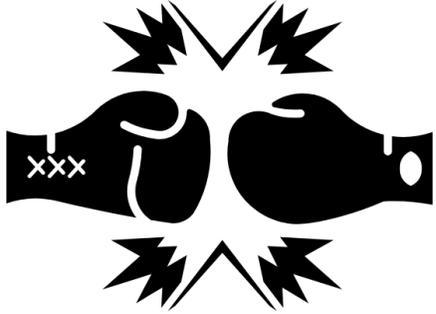
THE STRENGTH OF WEAK TIES

Mark Granovetter's 1973 article is one of the most influential and cited papers in the history of sociology

- **If you know lots of people, you will be more successful**
- **Weak ties...**
 - **connect you to other 'worlds'**
 - **spread ideas more effectively and quickly**
 - **avoid 'intellectual inbreeding'**
 - **Provide 'bridges' to resources/clients**
- **Weak ties will rarely evolve naturally, because you have little common context – they require explicit effort and planning**

SOCIAL NETWORK

3 MODES OF ENGAGEMENT



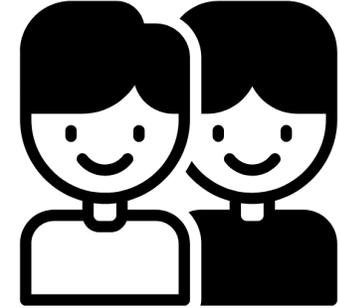
COMBAT MODE

To **persuade** someone or **advocate**



DISCOVER MODE

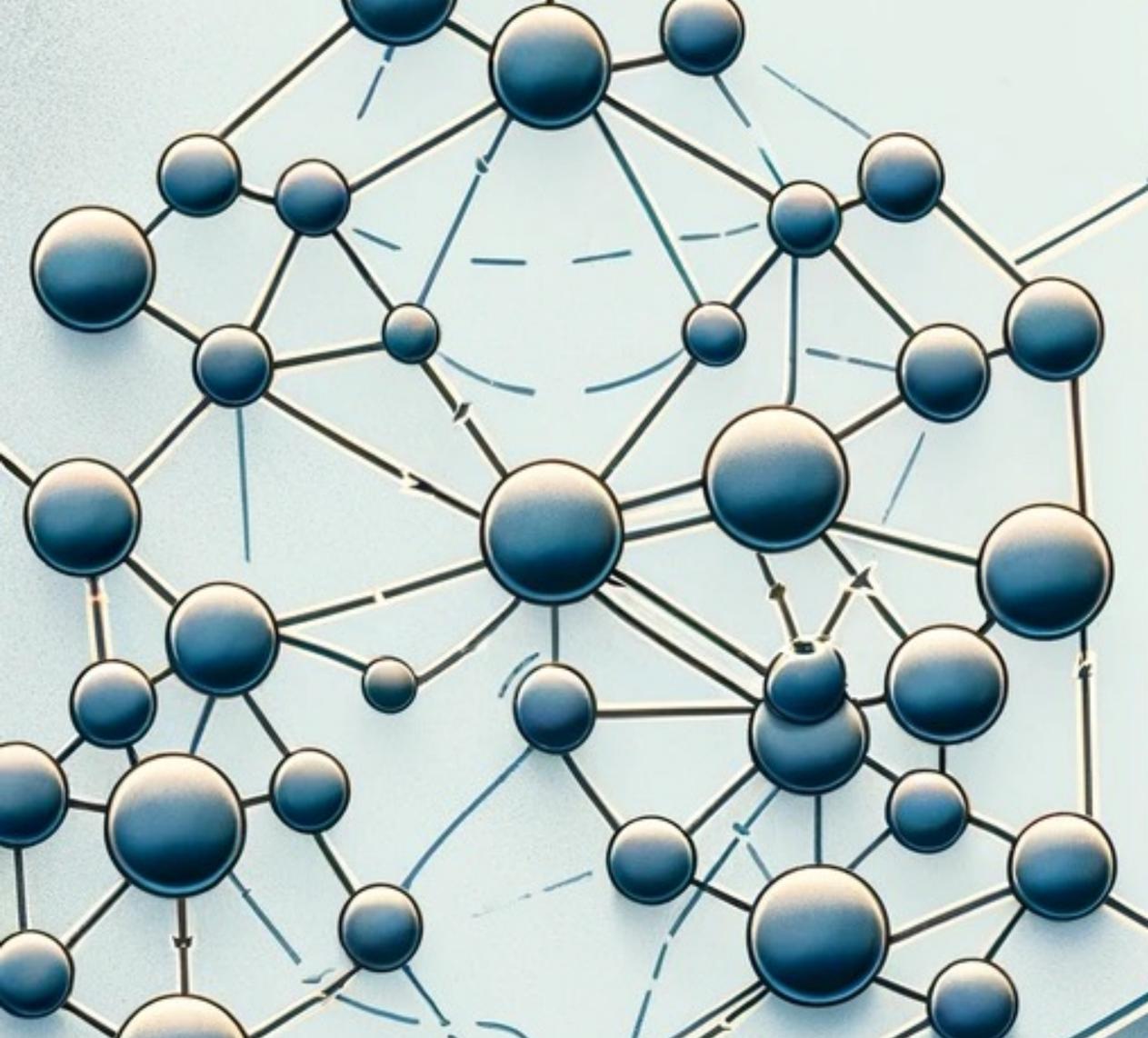
To **learn** about something or someone



RELATIONSHIP MODE

To get **closer** to someone

SOCIAL NETWORK



SOCIAL NETWORK

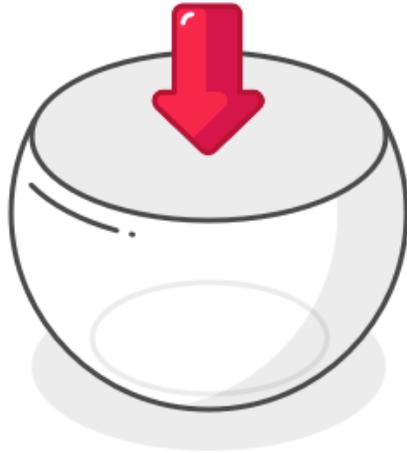


SOCIAL CAPITAL



RECIPROCITY IS THE CURRENCY OF SOCIAL CAPITAL

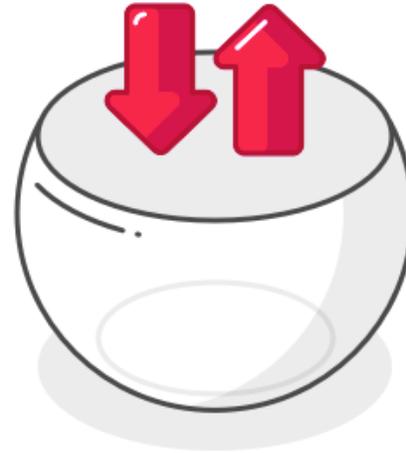
NEGATIVE RECIPROCITY



Takers

Do something for another person while attempting to receive more in return than what is given, often through bargaining, negotiation, or entitlement.

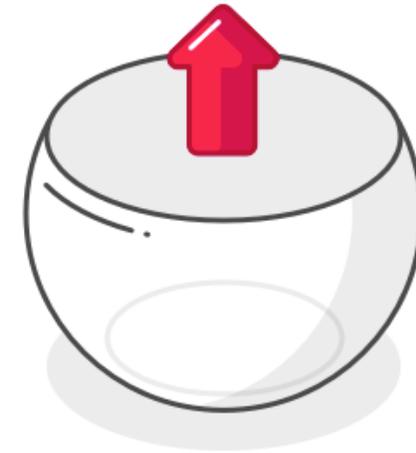
BALANCED RECIPROCITY



Matchers

Do something for another person based on the expectation that a favor of equal value will be returned within a specified time frame.

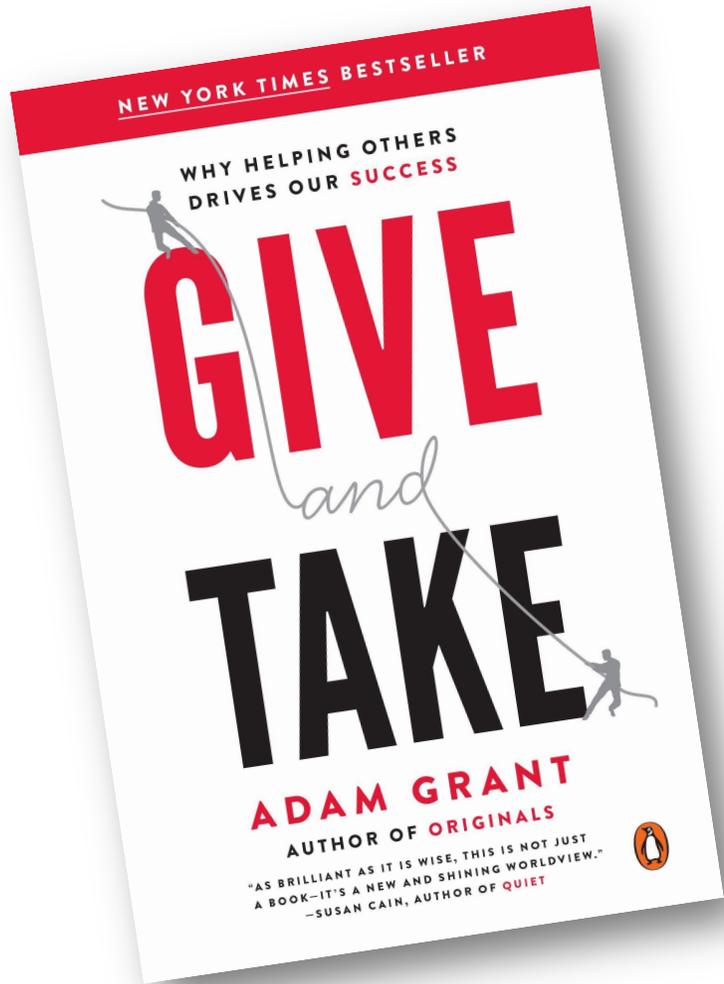
GENERALIZED RECIPROCITY



Givers

Do something for another person without expecting a specific favor in return, trusting that help will be available when needed in the future.

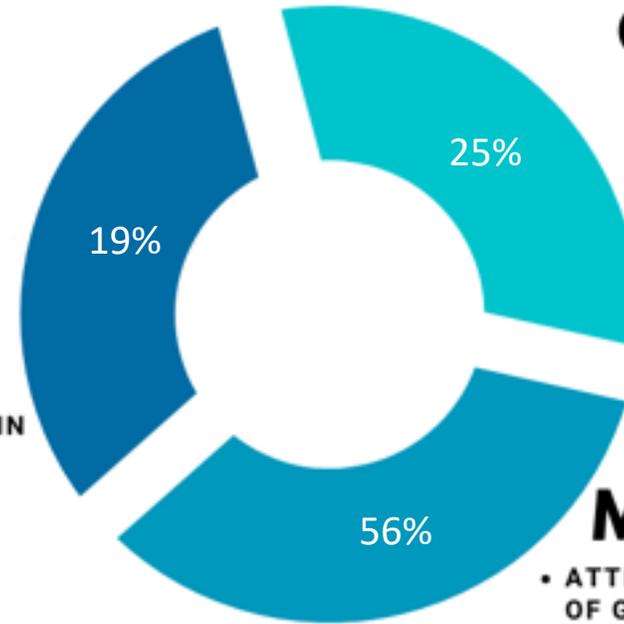
RECIPROCITY IS THE CURRENCY OF SOCIAL CAPITAL



RECIPROCITY STYLES ADOPTED BY PEOPLE

TAKERS

- HELP OTHERS WHEN PERSONAL BENEFITS OUTWEIGH PERSONAL COSTS
- BREED JEALOUSY IN OTHERS WHEN THEY SUCCEED
- LOSE OTHERS' TRUST IN THE LONG-TERM



GIVERS

- HELP OTHERS WHEN BENEFITS TO OTHERS EXCEED PERSONAL COSTS
- HAVE A CONTAGIOUS RECIPROCITY STYLE THAT INSPIRES OTHERS TO BECOME GIVERS
- EXPAND THE PIE FOR THE GROUP

MATCHERS

- ATTEMPT TO STRIKE A BALANCE OF GIVING AND RECEIVING
- HAVE CORE VALUES ENCOMPASS FAIRNESS, EQUALITY AND RECIPROCITY
- INCLUDE MOST PEOPLE*

*SUPPORTED BY KAHNEMAN'S ULTIMATUM GAME STUDY

RECIPROCITY IS THE CURRENCY OF SOCIAL CAPITAL



USING AND BUILDING SOCIAL CAPITAL ARE THE SAME THING

A photograph of a stone well. The well is constructed from large, dark, irregular stones. A thick, yellow rope is attached to the top edge of the well and hangs down. At the end of the rope is a blue metal bucket. The bucket is positioned just above the water level, which is visible as a dark, shimmering surface. The lighting is somewhat dim, highlighting the textures of the stone and the rope.

BUILDING TRUST **BEFORE** CHANGE
NOT **DURING** CHANGE

DIG YOUR WELL **BEFORE** YOU'RE THIRSTY



NETWORK-BUILDING EXERCISE

- **What is an issue you are struggling with the most? Personal or Professional.**
- **Is there anything/anyone I know that might be helpful to you?**



MileHigh **AGILE**
2024 **REBOOT!**

RECONNECT, RECHARGE, AND REIMAGINE

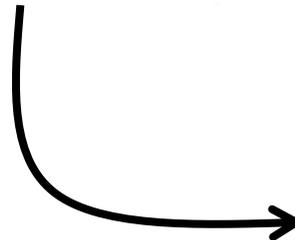
RECONNECT, RECHARGE, AND REIMAGINE



SOLUTION



BEHAVIORAL CHANGES NEEDED
TO ENABLE THE SOLUTION



DESIRED
BEHAVIORAL CHANGES



SOLUTIONS NEEDED TO ENABLE / MOTIVATE
THE DESIRED BEHAVIORAL CHANGES

RECONNECT, RECHARGE, AND REIMAGINE

- **Welcome Change**
- **Fail early and Learn quickly**
- **Seek feedback early and often**
- **Regularly communicate with customers**
- **Take ownership of tasks**
- **Provide Visibility**
- **Choose collaboration**
- **Inspect and Adapt**



**DESIRED
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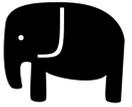


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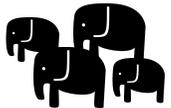
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