

THE ACTIONS OF HOPE: Creating Buy-in by Shifting Beliefs

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CORE PREMISE

Information does not teach someone
how to make a decision!!

IF...

Explain Well
Present Information Accurately
Adequately
Professionally
Prove our Points
Connect with Receivers
Ideas Relevant
Relevant ideas acted upon

People Will Buy-in... or Will They?

NOT ABOUT THE IDEAS

What's stopping people from buying-in?

NOT

Change approached via idea relevancy.

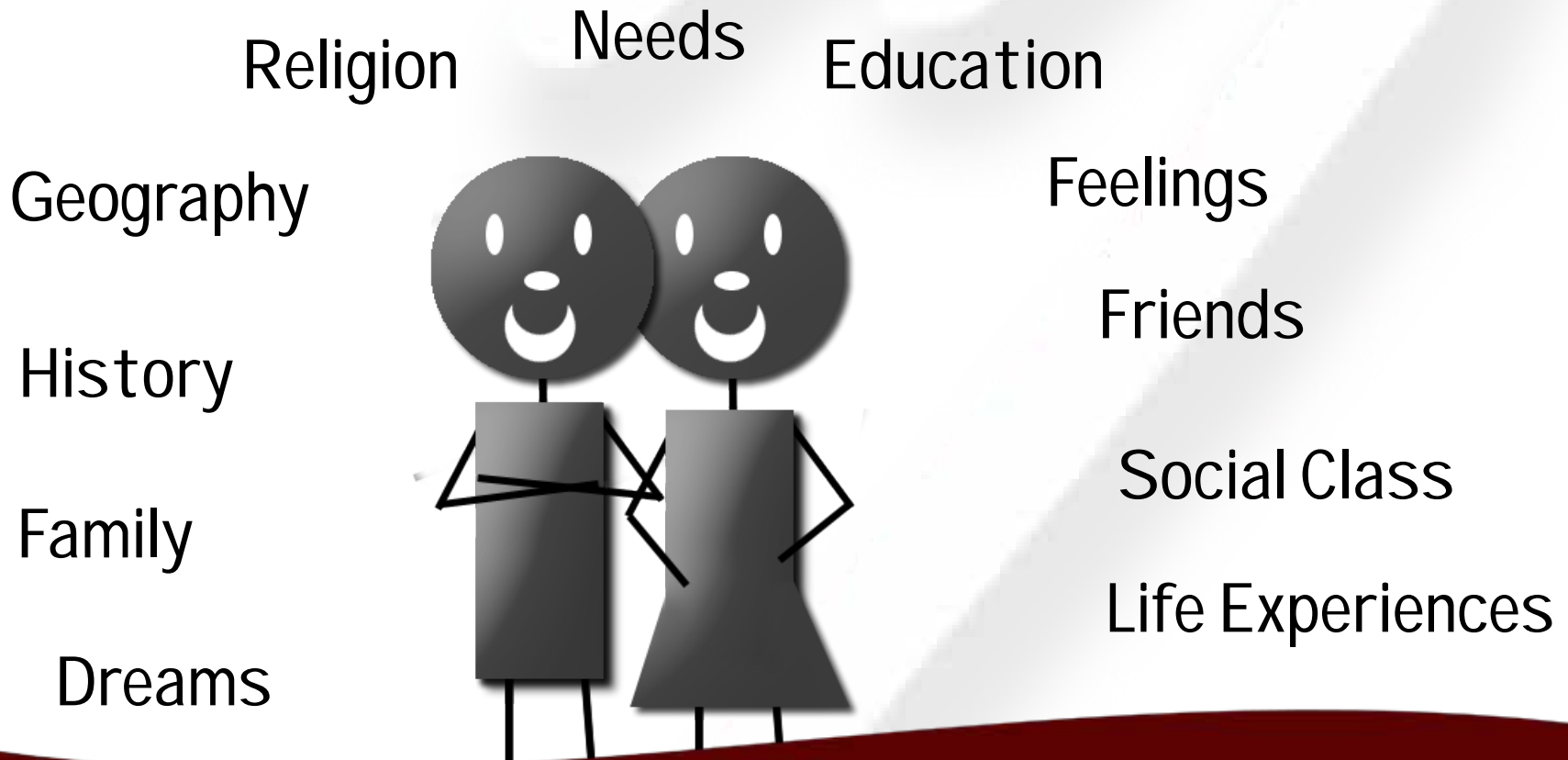
Buy-in assumed once relevancy recognized.

THE BEHAVIOR/BELIEF CONNECTION

Why do people behave the way they behave?

WE EACH FUNCTION UNQUELY

Unique system of values that makes us who we are.



BELIEFS

Idiosyncratic

un/subconscious

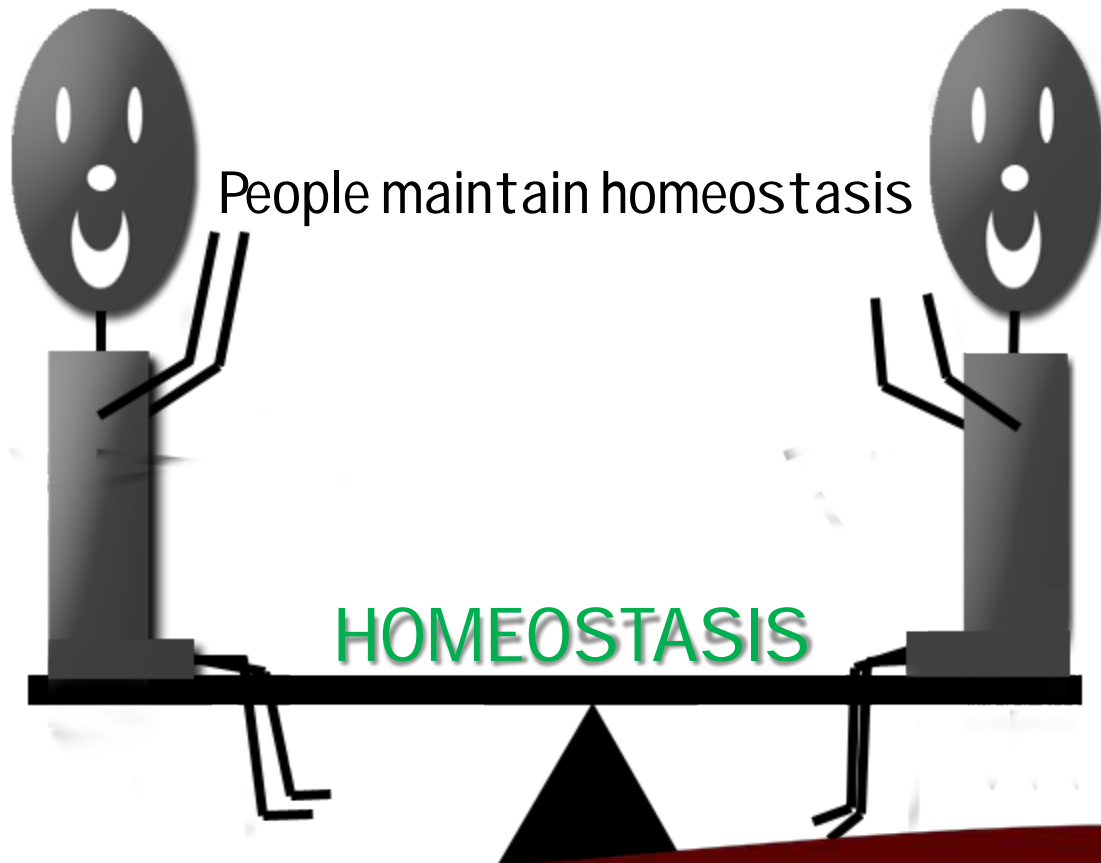
BELIEFS

Unique

Personal

WHY IS CHANGE HARD?

Change means disruption: People fear disruption NOT change.



WHAT IS REALITY

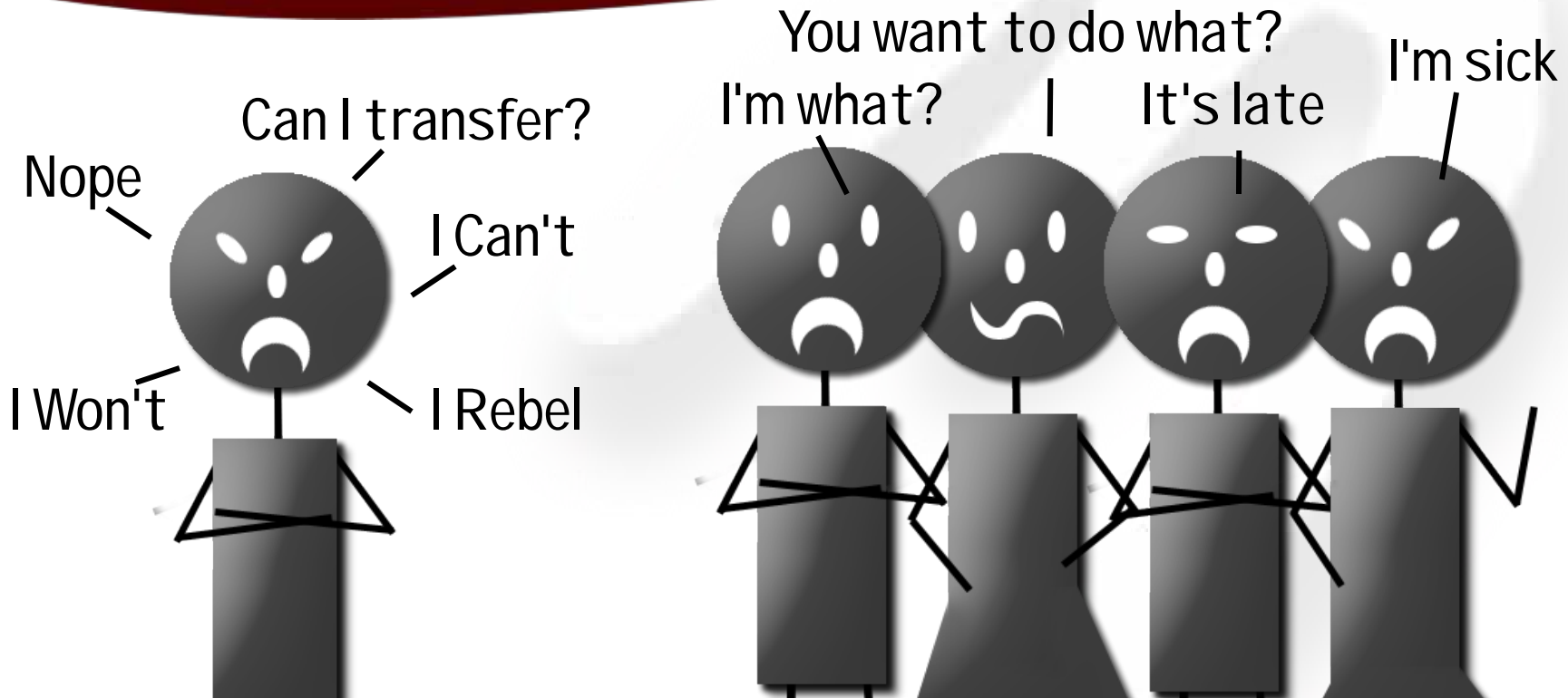
FREE Gym
Membership

That's for New Agers

Doctor's
Office

Beliefs dictate behavior, regardless of reality.

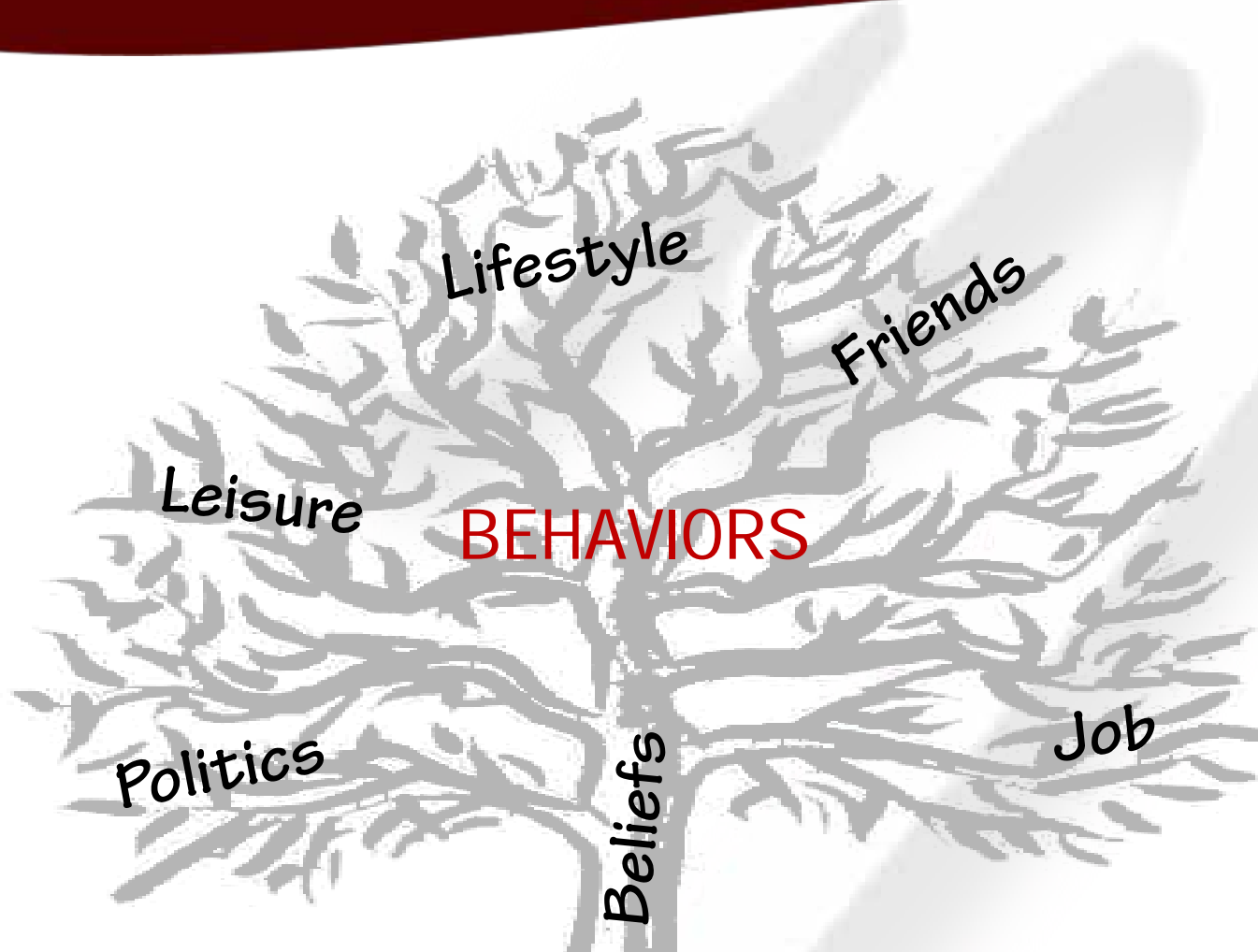
ENGAGING BELIEFS



No change will happen if beliefs are not engaged.

Systems congruency must be maintained at all times

WHAT ARE BEHAVIORS?

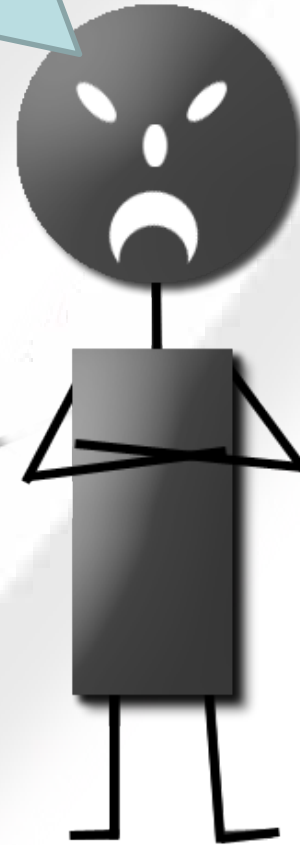


Behaviors are beliefs in action.

BIASES & BELIEFS

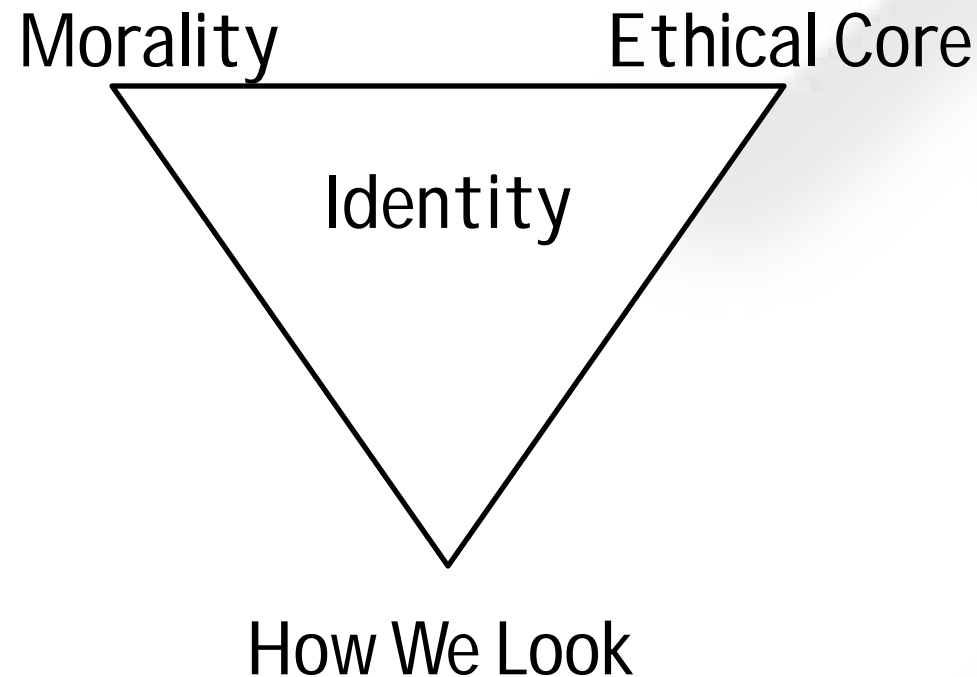
Nope, won't do that.
It's against my beliefs.

People will not
behave in ways
that compromise
their beliefs.



HIERARCHY OF BELIEFS

Hierarchy of Importance



...that determine biases we listen through.

We reject or accept ideas based on our belief-based biases

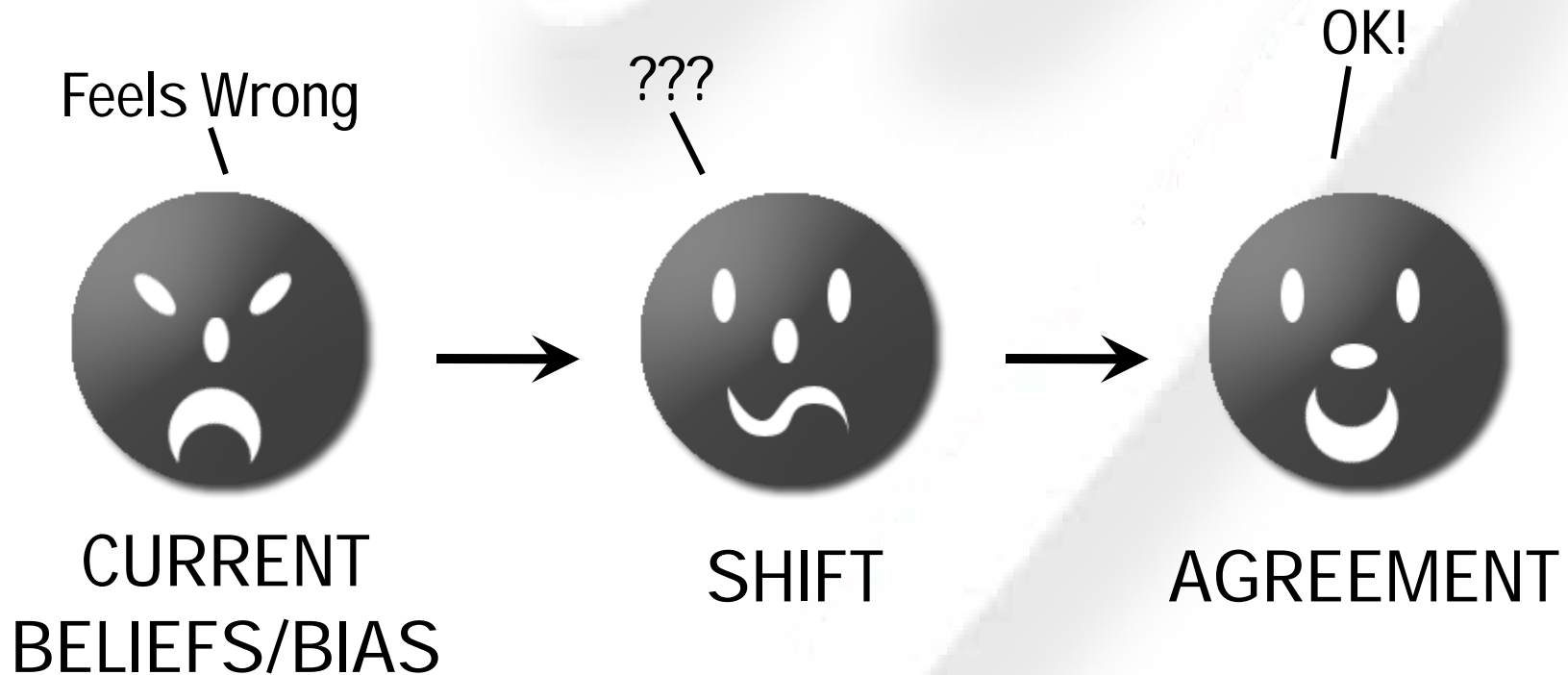
WE LISTEN DEFENSIVELY

Turn Off
Deny
Fix
Amplify
Act on it
Change
Delete
Agree
Accept
Ignore

We hear based on our unique, idiosyncratic biases.

SHIFT BELIEFS

Agreement happens only after beliefs shift.



PROBLEMS TO BE MANAGED

1. Know all parameters of concept
2. Find Sympathizers
3. Move beliefs into action and manage disbelievers to buy-in
4. Maintain the idea through time

PRACTICE 1

Recognize beliefs and nature of core idea.

STEPS TO SCRUTINIZE YOUR IDEA

1. Focus on implementation
2. Identify all concept elements. What you are willing to give up?
3. Know what would derail you.
4. What needs to get done? And who will do it? When?

QUESTIONS

ΔWhat are the core values behind your idea?

ΔWhat is the spiritual, moral law that it espouses?

ΔWhat are your own, personal, core values around this idea?

ΔWhat is the world/your company using in its place right now that people have adjusted to as a norm instead of what you are espousing?

ΔWhat has stopped you from taking necessary action to make this hope a reality until now? And what would stop you from completing the effort?

ΔWhat parts of your idea are you willing to let go of in order to have a clear path toward acceptance and adoption for the rest of it?

ΔWhat parts of your idea must be maintained as the foundation and without which the idea will have lost its value?

CLARIFYING POSSIBILITIES/PROBLEMS

status quo personnel new rules
partners time old rules
politics detractors money



What would stand in the way of
SUCCESS?

PRACTICE 2

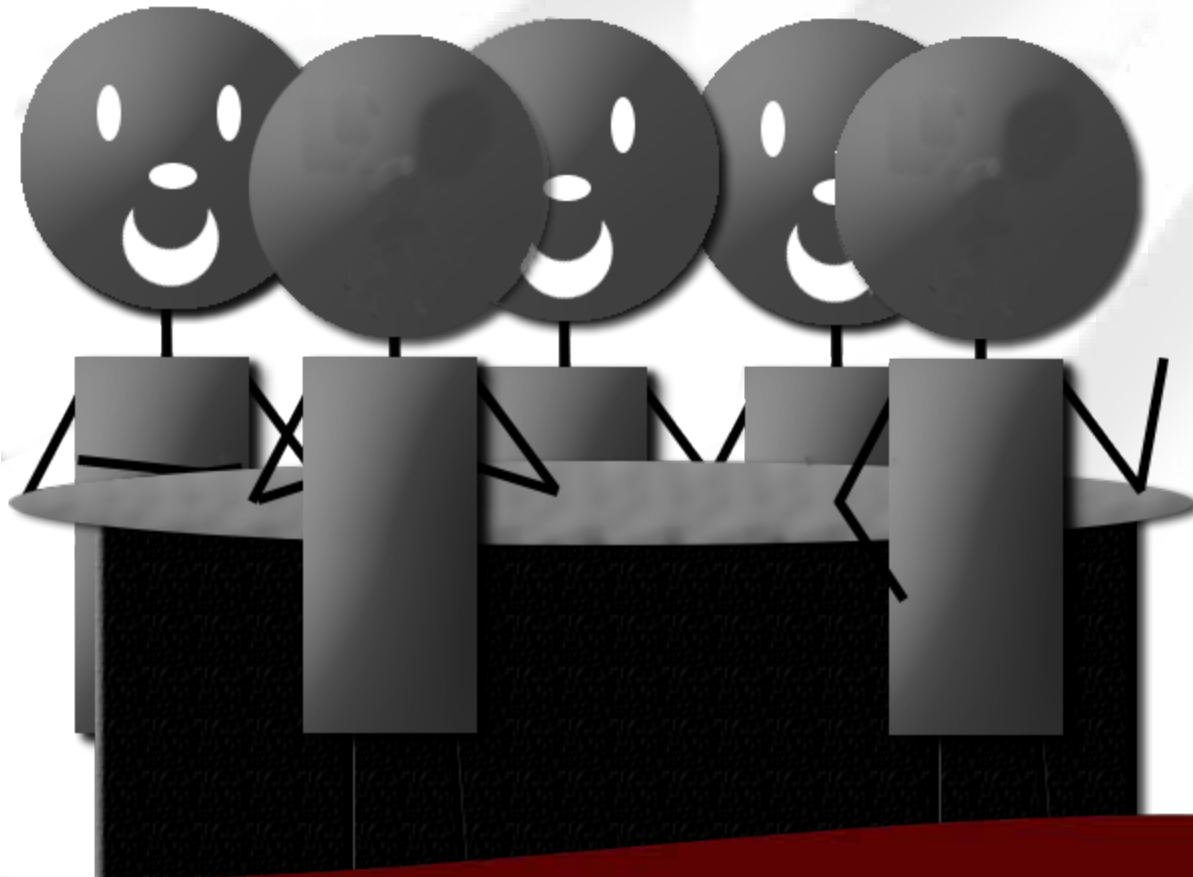
Enlist sympathizers as teammates to begin initial exploration of idea and change.

MORE STEPS

1. Focus on implementation
2. Identify all concept elements. What you are willing to give up?
3. Know what would derail you.
4. What needs to get done? And who will do it? When?
5. Enlist sympathizers.

HOW TO BEGIN

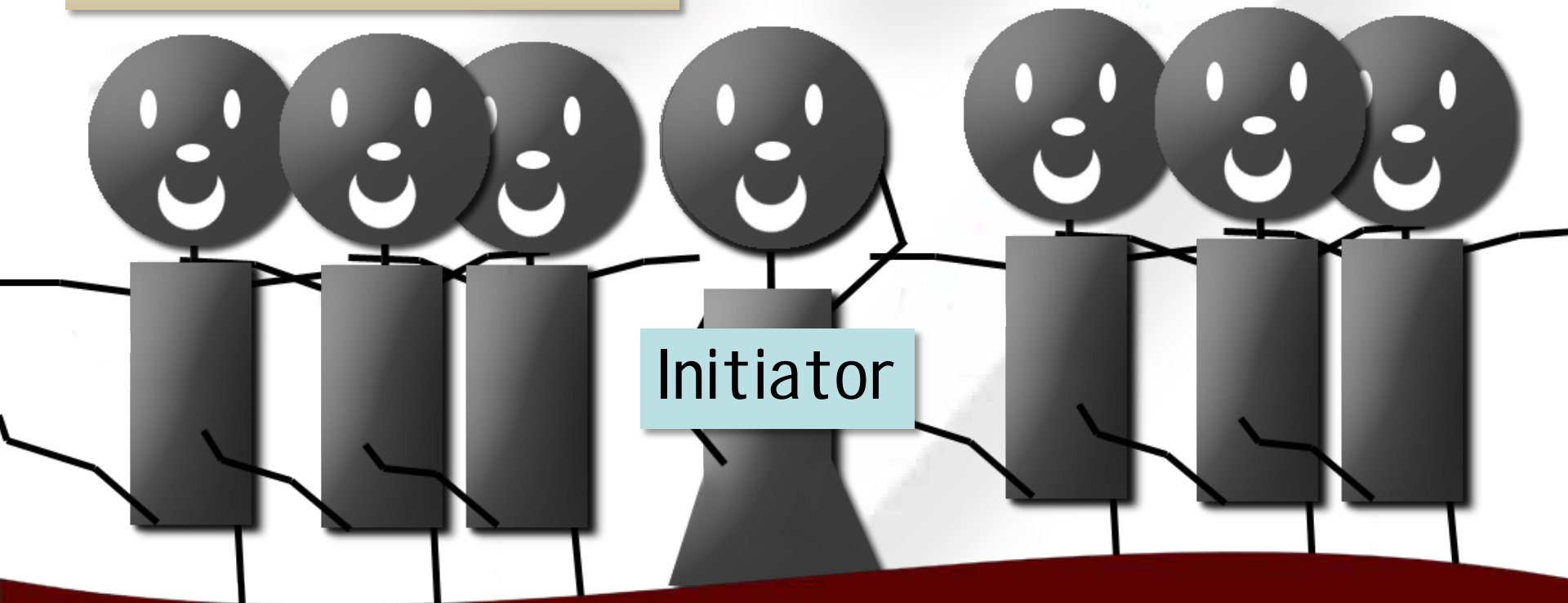
TO BEGIN, ENLIST SYMPATHIZERS



SYMPATHIZERS

- ü Provide support
- ü Coaching
- ü 360° *feedback*

- ü Reality testing
- ü Field problems

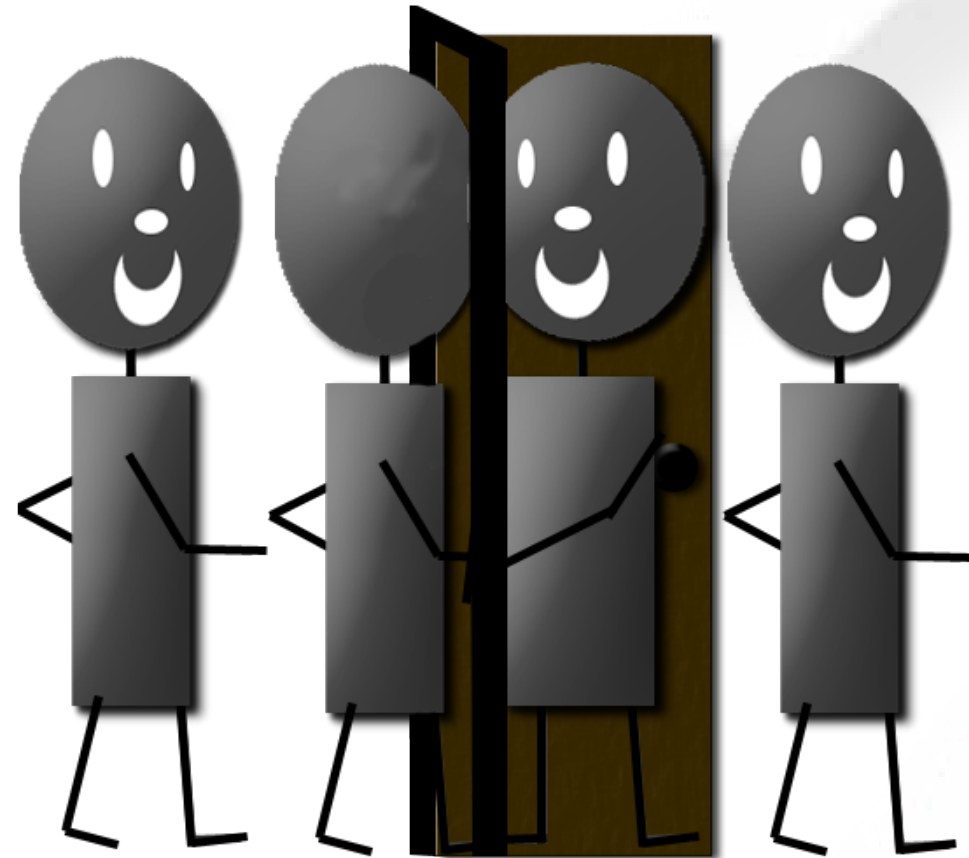
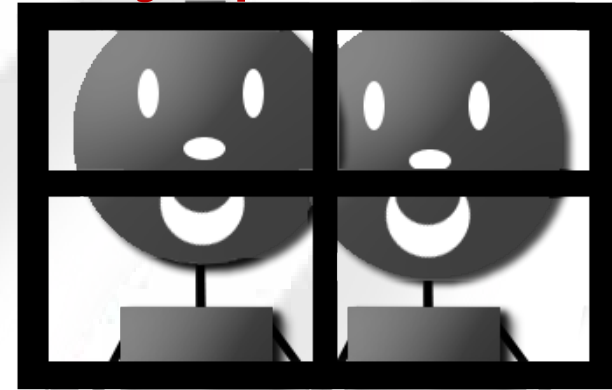


STILL MORE STEPS

1. Focus on implementation
2. Identify all concept elements. What you are willing to give up?
3. Know what would derail you.
4. What needs to get done? And who will do it? When?
5. Enlist sympathizers.
6. Be patient.
7. Create Yahoo! group.
8. Start taking action.
9. Be flexible.

INTRODUCE IDEA TO TARGET AUDIENCE

Sympathizers



PRACTICE 3

**Prepare target population to adopt
new behaviors by shifting beliefs.**

TARGET AUDIENCE DESIGN CHANGE



BASIC AXIOMS

- People only hear through their beliefs;
- People will take no action if it's incongruent with their beliefs;
- People sort for differences and not similarities;
- Everyone has a hierarchy of beliefs.

METAMESSAGES FOR CHANGE

What can we do to manage beliefs and encourage buy-in?

1. Giving people control;
2. Giving people input capability;
3. Giving people leadership roles;
4. Making people a part of the change.

PREPARE FOR FIRST MEETING



Be willing to let
your idea go for...

- creativity
- leadership
- new ideas



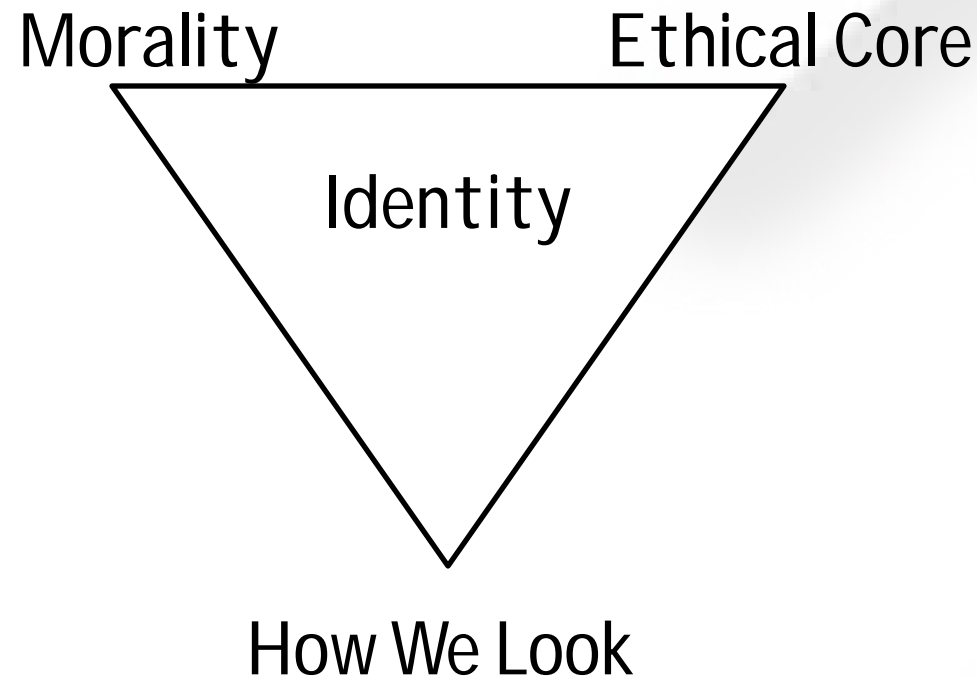
ACTION PLAN 1

First meeting: 1 hour

✓ Introduce your dream generally.

HIERARCHY OF BELIEFS

Hierarchy of Importance



...that determine biases we listen through.

We reject or accept ideas based on our belief-based biases

ACTION PLAN 1 (continued)

First meeting: 1 hour

- ✓ Introduce your dream generally
- ✓ Benefits to the world.
- ✓ Open to discussion.
- ✓ Don't discuss specifics.

Second meeting: 3 hours

- ✓ One week later.
- ✓ Share personal vision.
- ✓ Small group discussion.

QUESTIONS TO UNCOVER BELIEFS

§Is there anything you have heard here that you don't understand?

§Is there anything you have heard that you would have difficulty standing behind? If so, what about it would need to change in order to give you a comfort that you could live with?

§What beliefs, values and outcomes do you see that fly in the face of your beliefs values and outcomes? If so, what about it would need to change in order to give you a comfort that you could live with?

§As you look at the actual proposed outcomes, are there any you want to change? add? What would change give you? What would we have differently than the proposed outcomes and why would that be better?

ACTION PLAN 1 (continued)

First meeting:

- ✓ Introduce your dream generally.
- ✓ Benefits to the world.
- ✓ Open to discussion.
- ✓ Don't discuss specifics.

Second meeting:

- ✓ One week later.
- ✓ Share personal vision.
- ✓ Small group discussion.
- ✓ Start community blog.

ACTION PLAN 2

All day meeting 1: beliefs to behaviors
One month later.

Ø Outcome buy-in.

QUESTIONS TO ENLIST BUY-IN

1. What will change with new outcomes?
2. How will new ideas effect us/our jobs?
3. How does our current thinking match original outcomes?
4. How to keep everyone engaged?
5. How to help those not buying in?
6. How do we move forward?

ACTION PLAN 2 (continued)

All day meeting 1: beliefs to behaviors One month later.

- Ø Outcome buy-in.
- Ø Discuss/design possible behaviors.
- Ø Group create rules, roles, activity.
- Ø Introduce flowcharts, idea generation, activities.
- Ø Self-select leaders.
- Ø Study group.

ACTION PLAN 3

All day meeting 2:

One month later.

Ø Small group discussions.

QUESTIONS FOR ALL DAY MEETING

1. Which are the best outcomes for us? Why?
2. How will we change – who will we be – as a company/group when we adopt these outcomes?
3. What will we need to do/be differently in order to carry out these outcomes?
And how will that connect with our group/company mission? Your job?
4. Which of these ideas, that we put up on the board, match the outcomes I originally put up? What needs to shift? Change?
5. How do we keep everyone engaged so that we can all play a role in any change we go through?
6. How can we bring aboard the folks having difficulty buying in?
7. What should be our first activities?

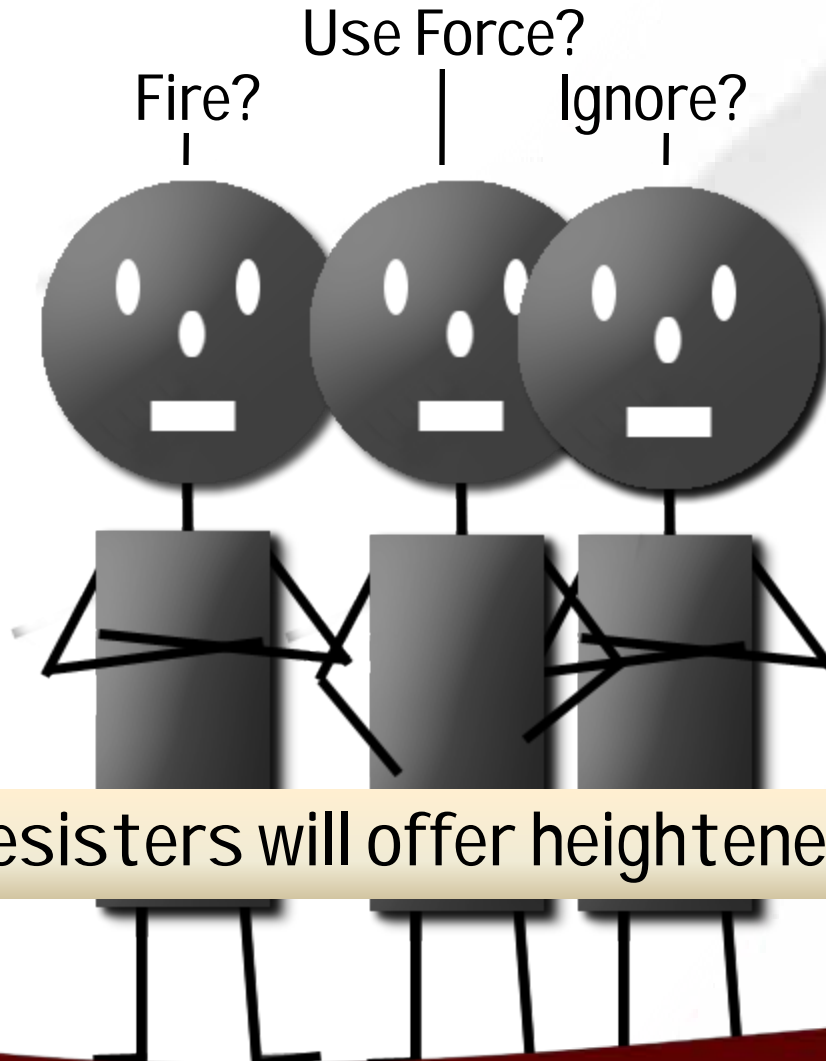
ACTION PLAN 3 (continued)

All day meeting 2:

One month later.

- Ø Small group discussions.
- Ø Reports from study groups and focus groups.
- Ø Discussion regarding blog.
- Ø Group discuss current state, feelings, needs.
- Ø Request meeting with dissenters.

MANAGING RESISTERS



What can we shift
to create comfort
for resisters?

Resisters will offer heightened creativity and leadership.

SUPPORTING RESISTERS

What is stopping you from feeling more comfortable?

What would need to happen differently for you to feel better about what we are planning?

How could we work with you to help you become part of the change?

Decide on how to manage resisters

1. With sympathizers;
2. With general population on blog.

Make it a whole group decision.

PRACTICE #4

Action plan for life-cycle. Develop action plans to encourage buy-in throughout life-cycle of vision.

ACTION PLAN 4 ONGOING

1. Keep blog active
2. Continue study and focus groups.
3. Continue regular meetings with leaders.
4. Continue blogging.
5. Sympathizers to work with crisis management team.
6. Online monthly meetings
7. Training needs elicited.

CONCLUSION

1. Understand, share and give up dream.
2. Form group of sympathizers as change management support group.
3. Approach target audience through belief change first .
4. Develop leaders.
5. Be flexible around specific activities.
6. Use technology to maintain contact history and time flow.
7. Continually manage resistors through belief change and coaching.
8. Maintain vision through time with leaders and technology.

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