



Why “Why” Isn’t Enough

Frank Leong

Toronto Agile Community Conference

November 5, 2019

How am I going to get home?!?



UBER

Anatomy of Change

WHY?

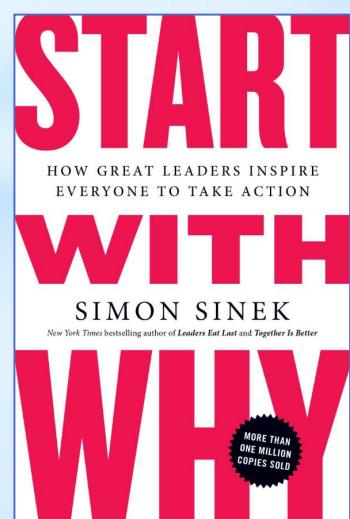
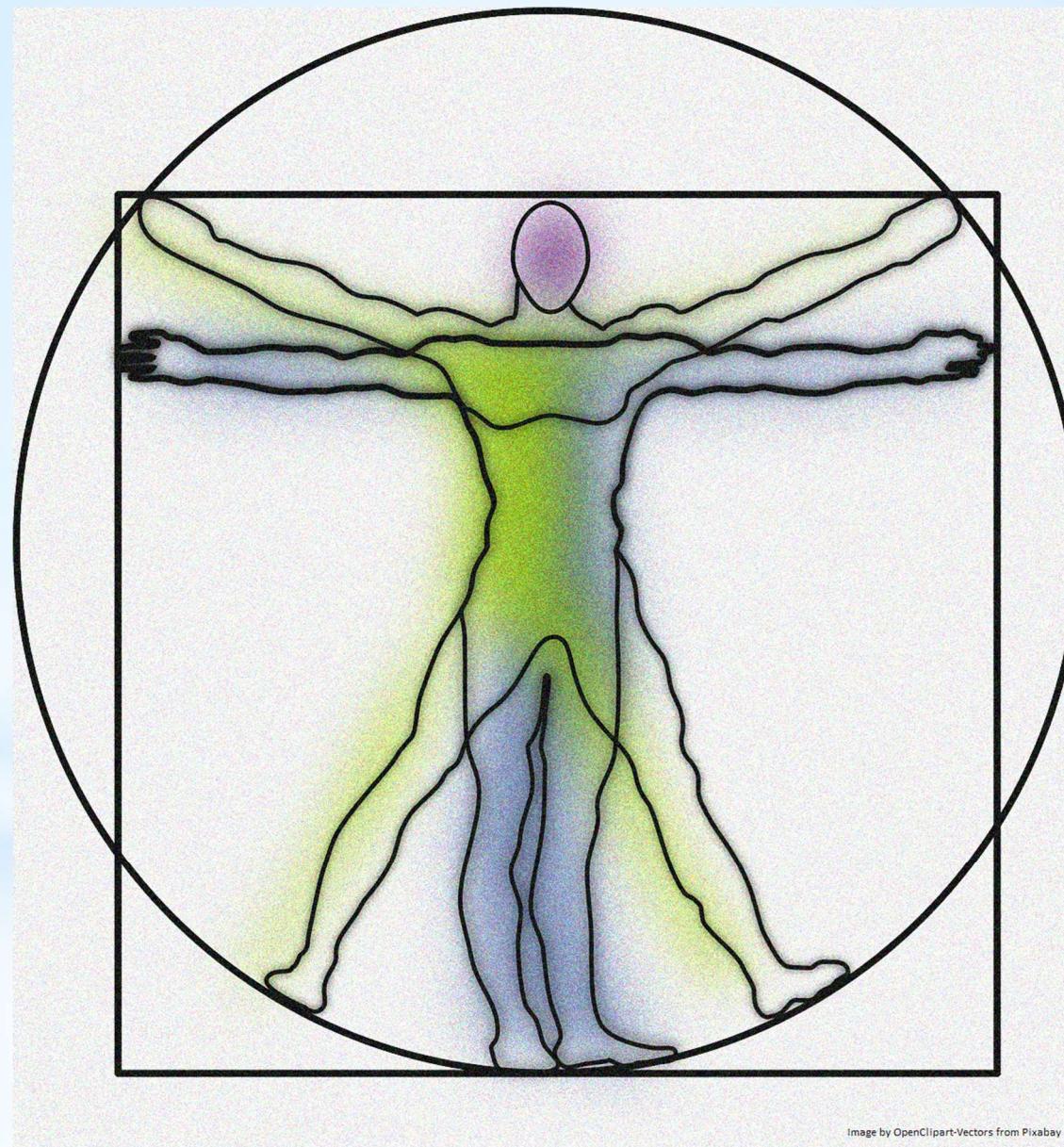
The cause

HOW?

The plan

WHAT?

The outcome



WHAT?



WHY?

Can You Spot The
Difference?



HOW?

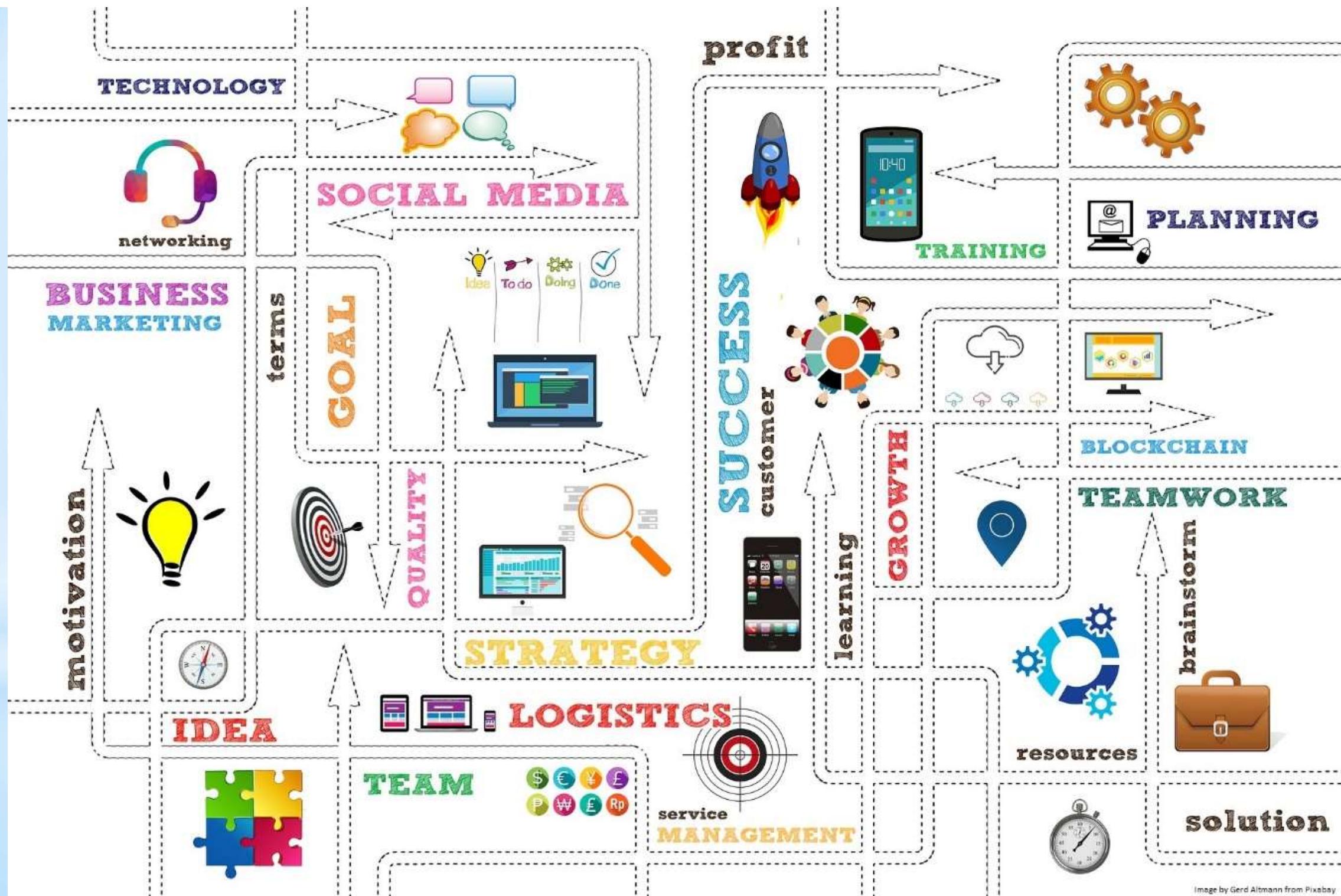
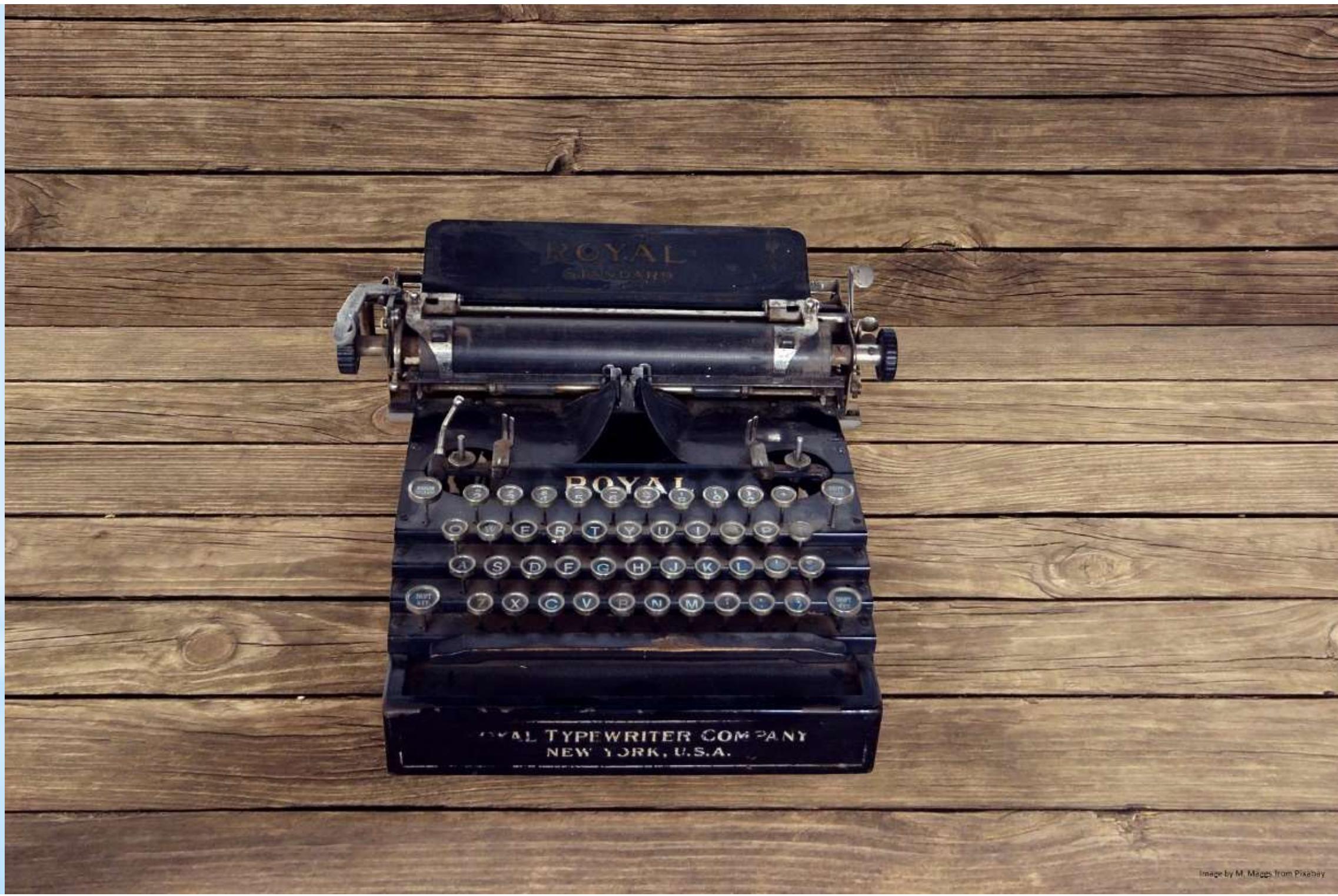




Image by Kevin Phillips from Pixabay



WHAT?



HOW?



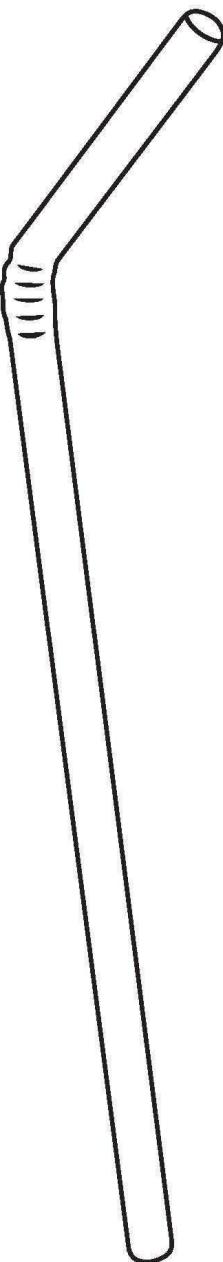
Image by David Mark from Pixabay

LET'S MAKE THIS THE LAST STRAW



Used for minutes but here for centuries, each day in the U.S., straws create enough waste to wrap the circumference of the earth 2.5 times.

Start saying “so long” to straws.
Sip your drink the old-fashioned way!



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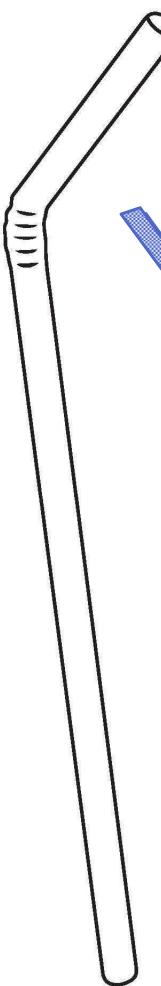


LET'S MAKE THIS THE LAST STRAW

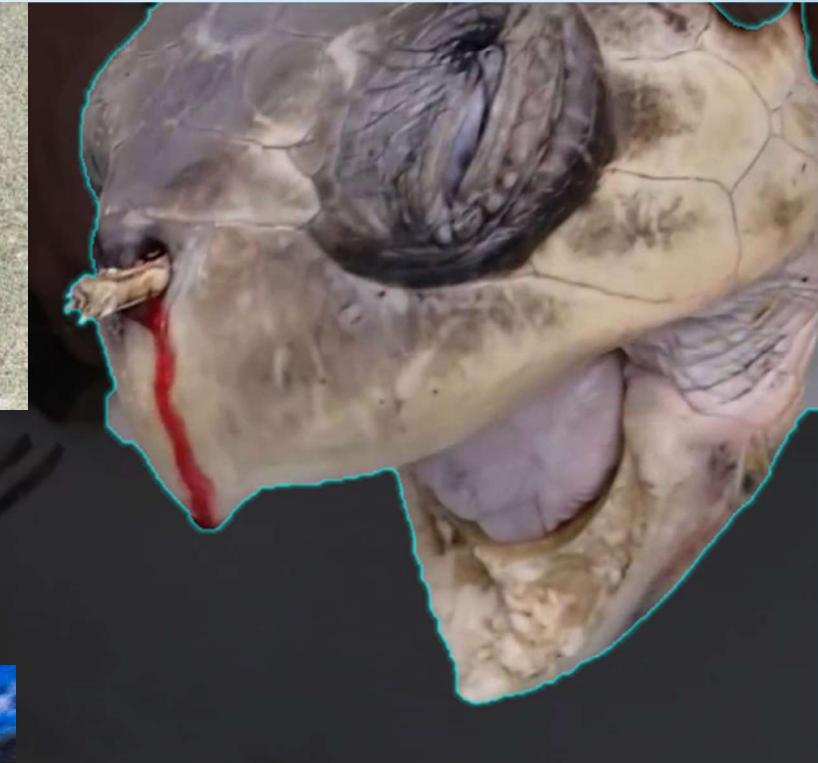
• • • • • • •
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WHY?



WHAT?

HOW?



What did you notice?

Starting With Why

The Golden Circle

Clarity of WHY

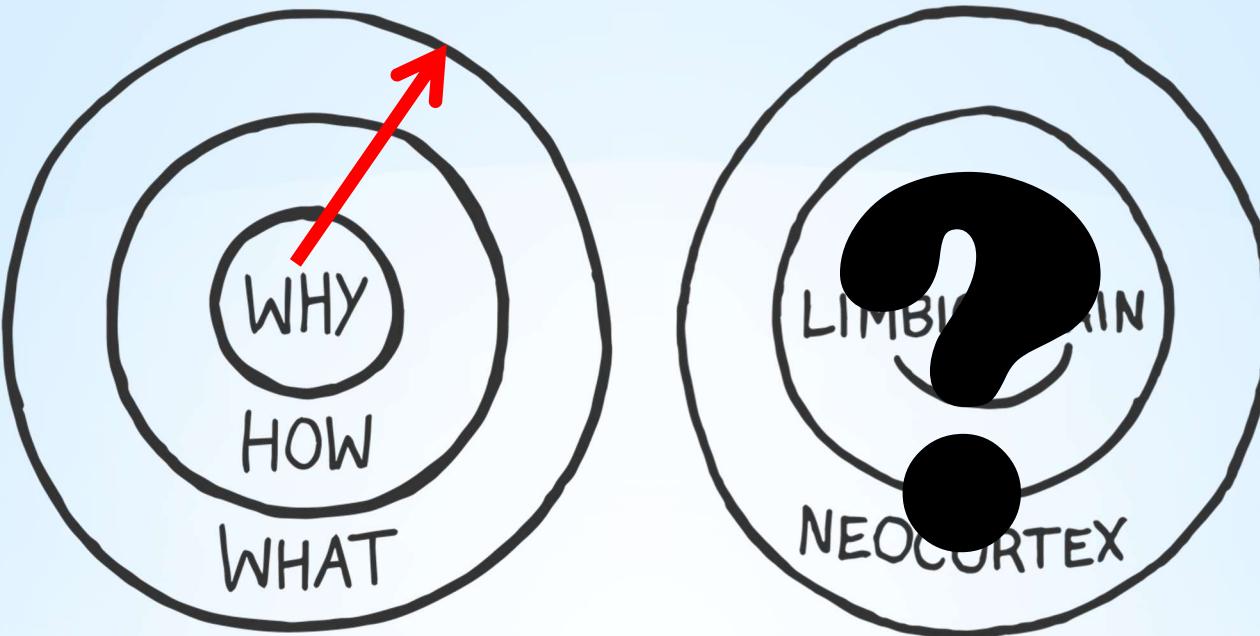
Your purpose, cause or belief.

Discipline of HOW

Your strengths, values or guiding principles.

Consistency of WHAT

Products sold, services offered or your role at work.



Limbic System

Responsible for all emotions, like trust and loyalty. It's also responsible for all human behavior. It's involved in decision-making, yet it has no capacity for language.

Neocortex

Responsible for most of our rational and analytical thought, and language.

Adapted from Simon Sinek's Golden Circle

“People don’t buy ‘what’ you do, they buy ‘why’ you do it”

- Simon Sinek



Think different.



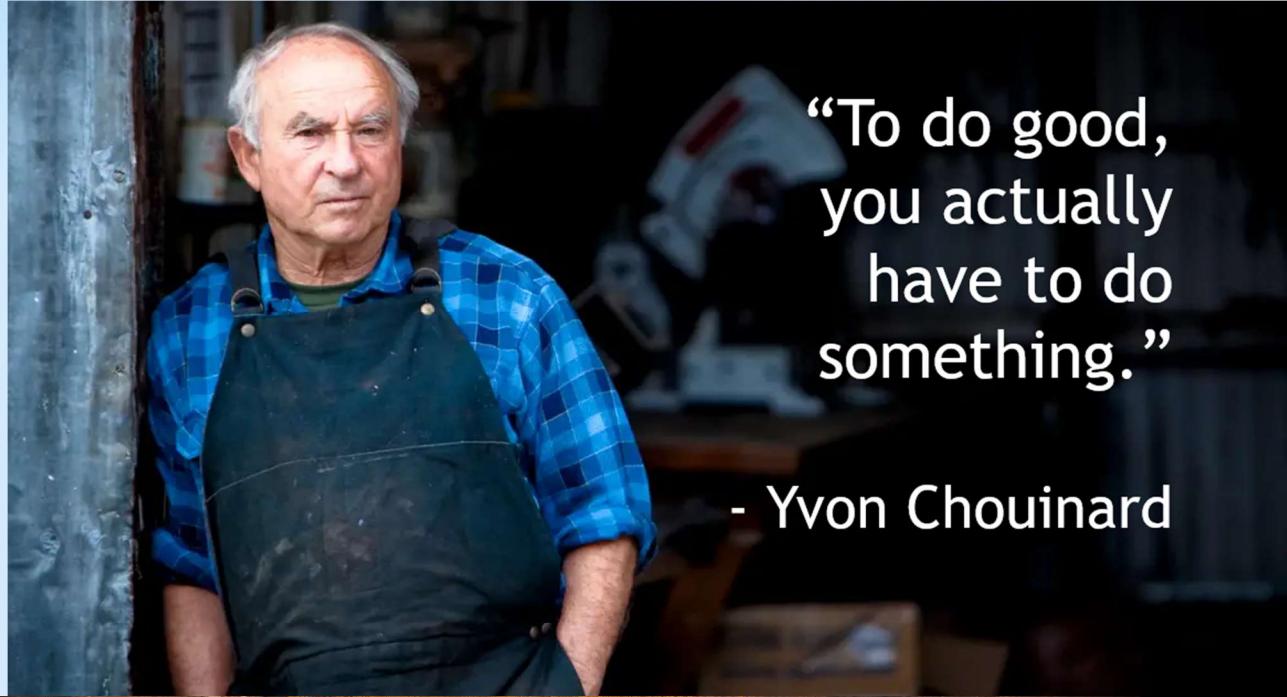
“1000 songs in your pocket”

What's The Difference?



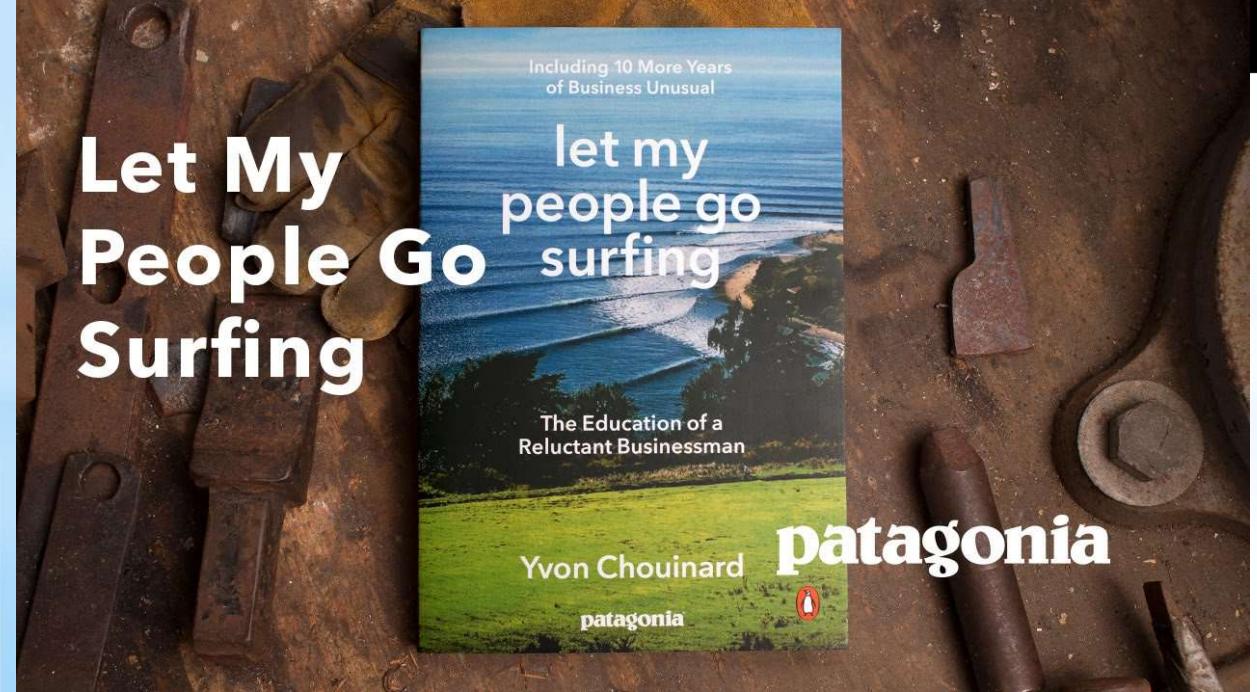
“5GB MP3 Player”





“To do good,
you actually
have to do
something.”

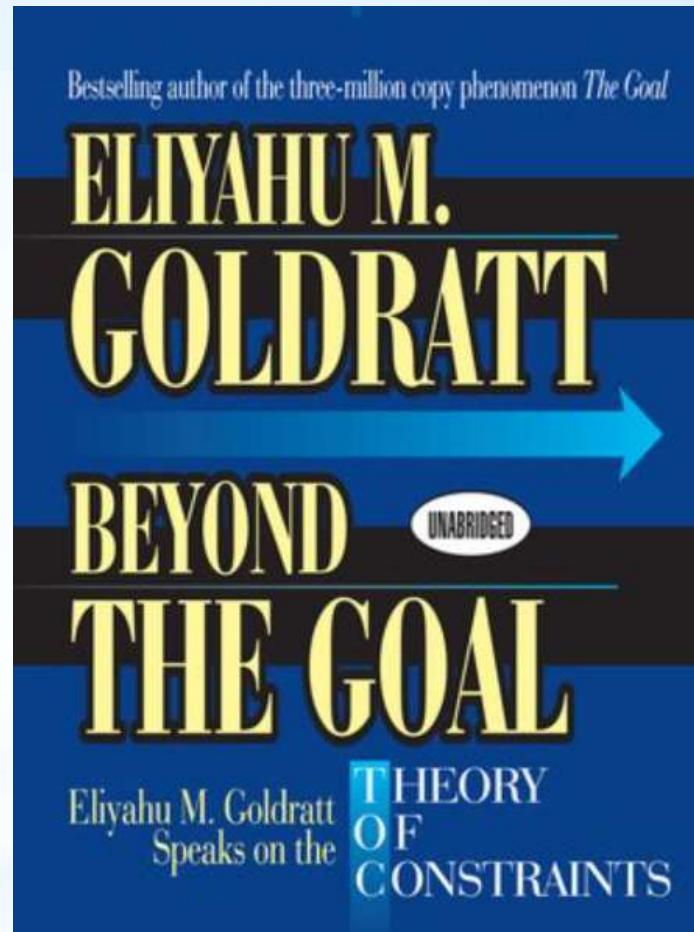
- Yvon Chouinard



Let My
People Go
Surfing

DON'T BUY THIS JACKET





MCDP 1

Warfighting



U.S. Marine Corps

PCN 142 000006 00



5 MONKEYS

A LADDER AND BANANAS



Why People Skip
“Why”

RECIPE FOR SUCCESS

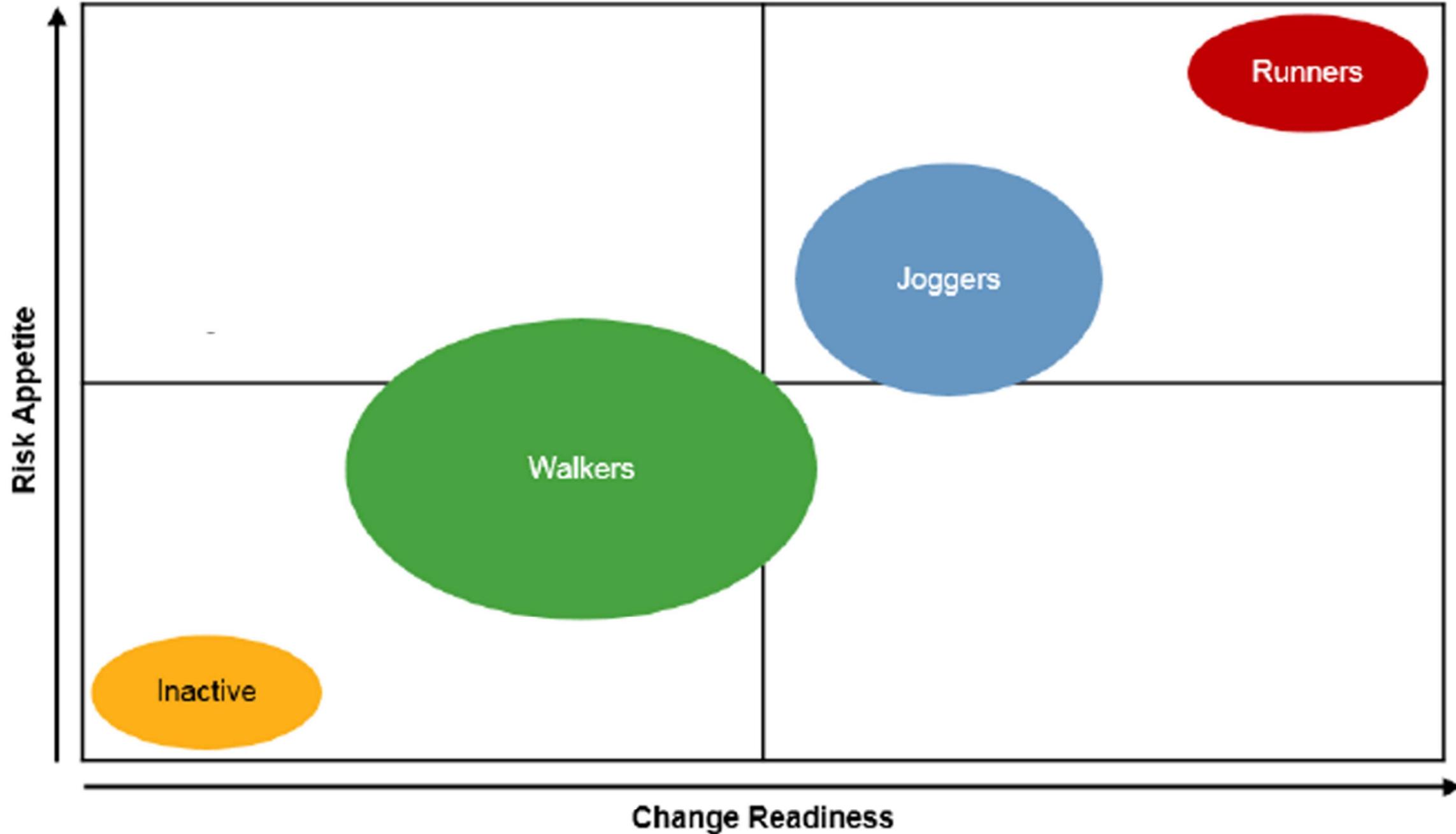


FOLLOW THE LEADER





THE MARATHON EFFECT



"ALL FOR ONE -
ONE FOR ALL"



DOUGLAS
FAIRBANKS

presents

"THE THREE
MUSKETEERS"

Adaption, Costuming
Research under
EDWARD KNOBLOCK

Direction under
FRED NIBLO

Photography under
ARTHUR EDESON

"DO WHAT'S BEST
FOR THE COMPANY"

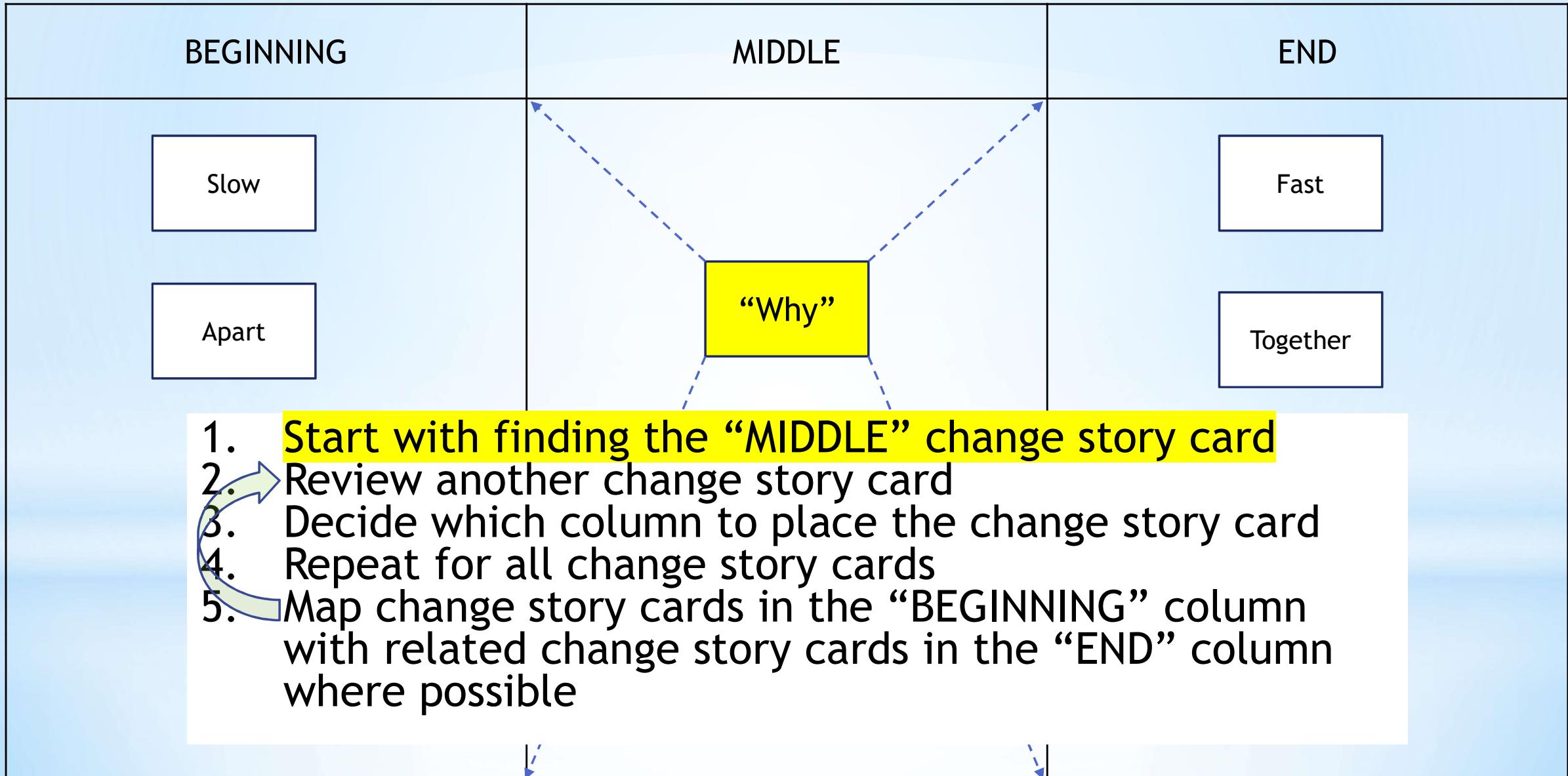


Going Beyond Why

Once upon a time...

Let's Build A Change Story

Exercise

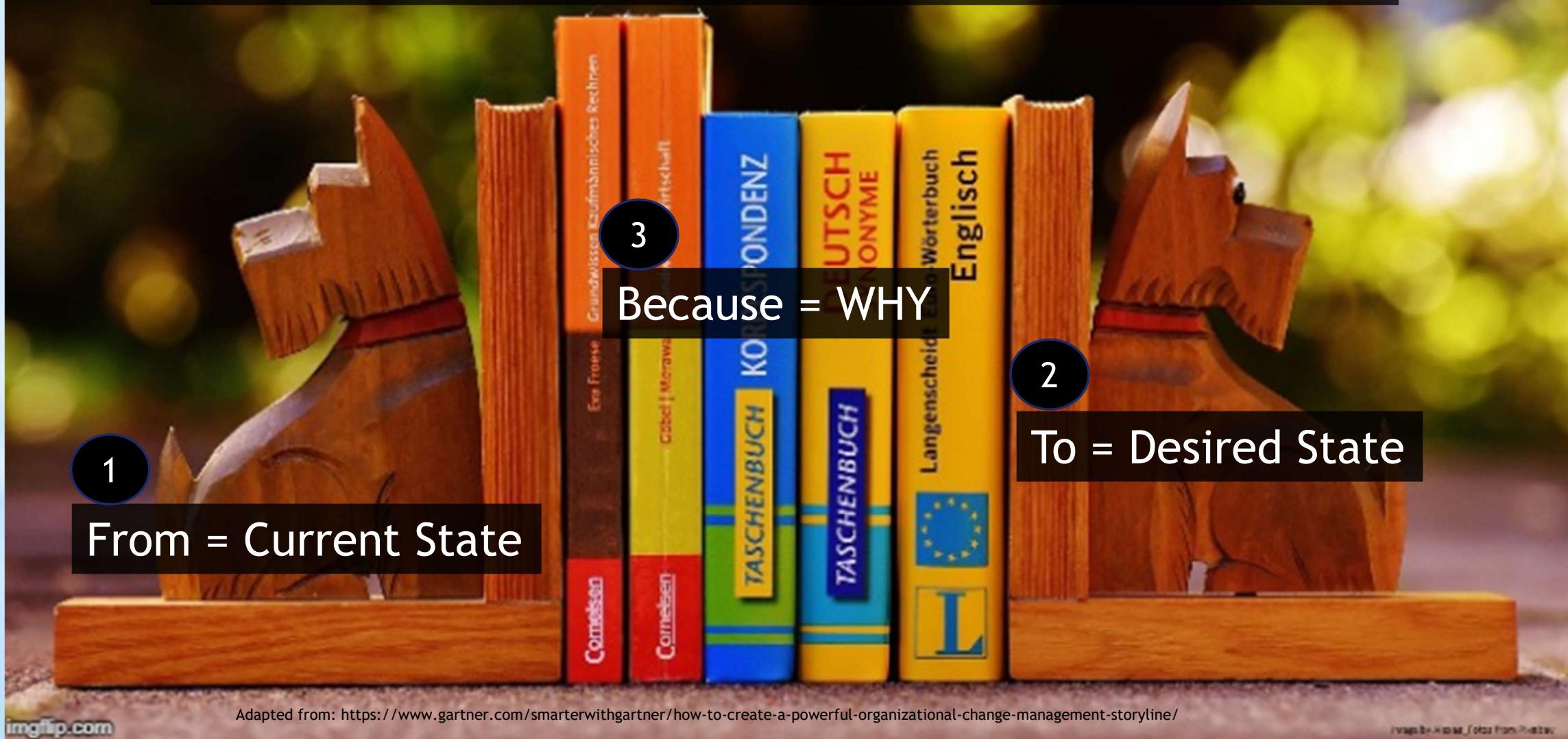


Let's Build A Change Story

BEGINNING	MIDDLE	END
Three standard support models		One support model tailorable by region
Highly reactive		Highly responsive
Process-centric		Customer-centric
Lean, but limited	The industry has gotten to a game of margins, and our business will only survive if we realize greater operational effectiveness and efficiencies without reducing customer service.	Lean, but with scale
Complex decision-making		Decision-making where the work is done
Full top-down transparency		Full top-down transparency
Vertical career ladders		Multi-dimensional career lattices

FROM-TO-BECAUSE

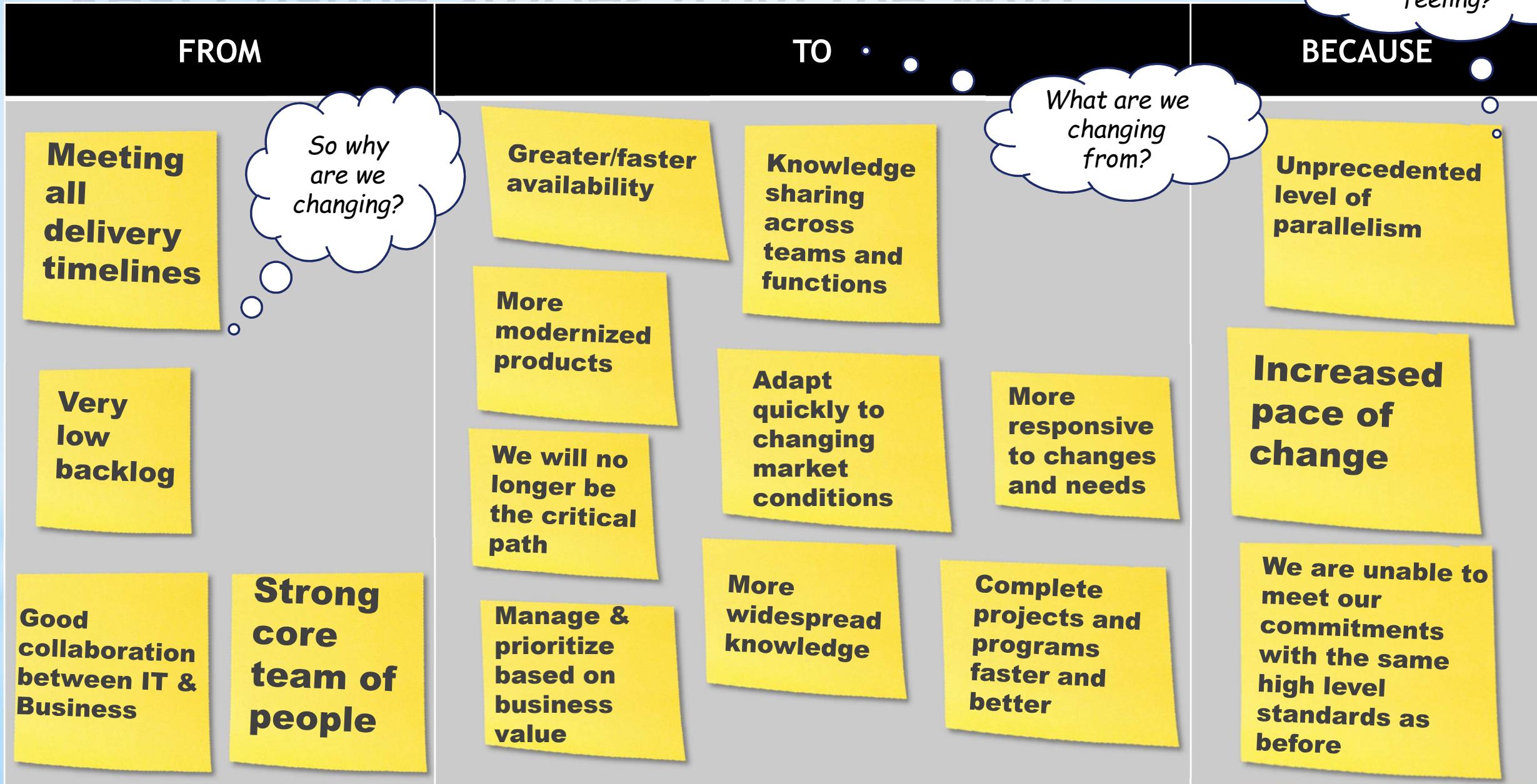
The From-To-Because model lays out behavioral shifts on a spectrum that “bookends” the change to be made



Our Change Story as an FTB Story

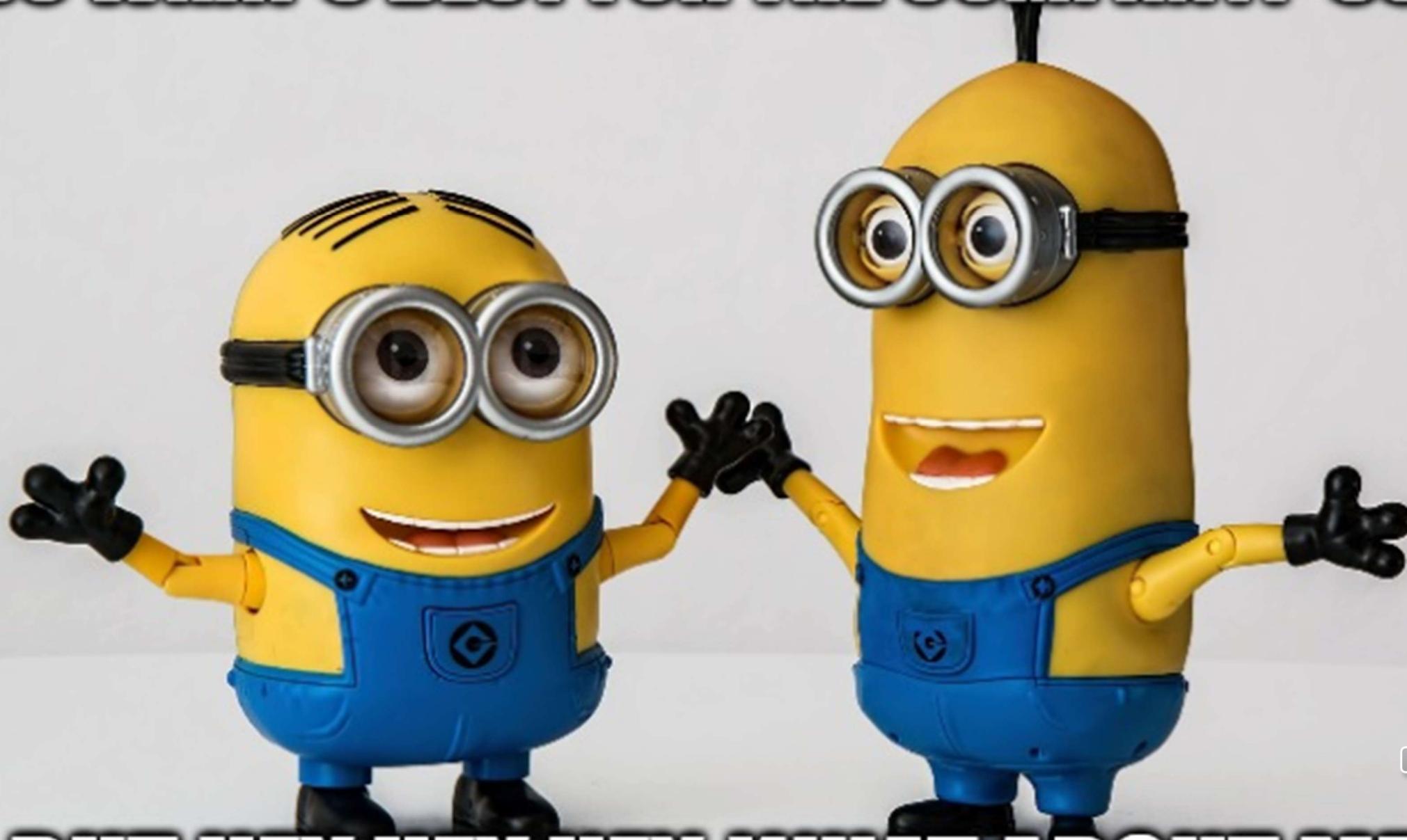
From	To	Because
Three standard support models	One support model tailorable by region	The industry has gotten to a game of margins, and our business will only survive if we realize greater operational effectiveness and efficiencies without reducing customer service.
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Real Change Stories from the Wild



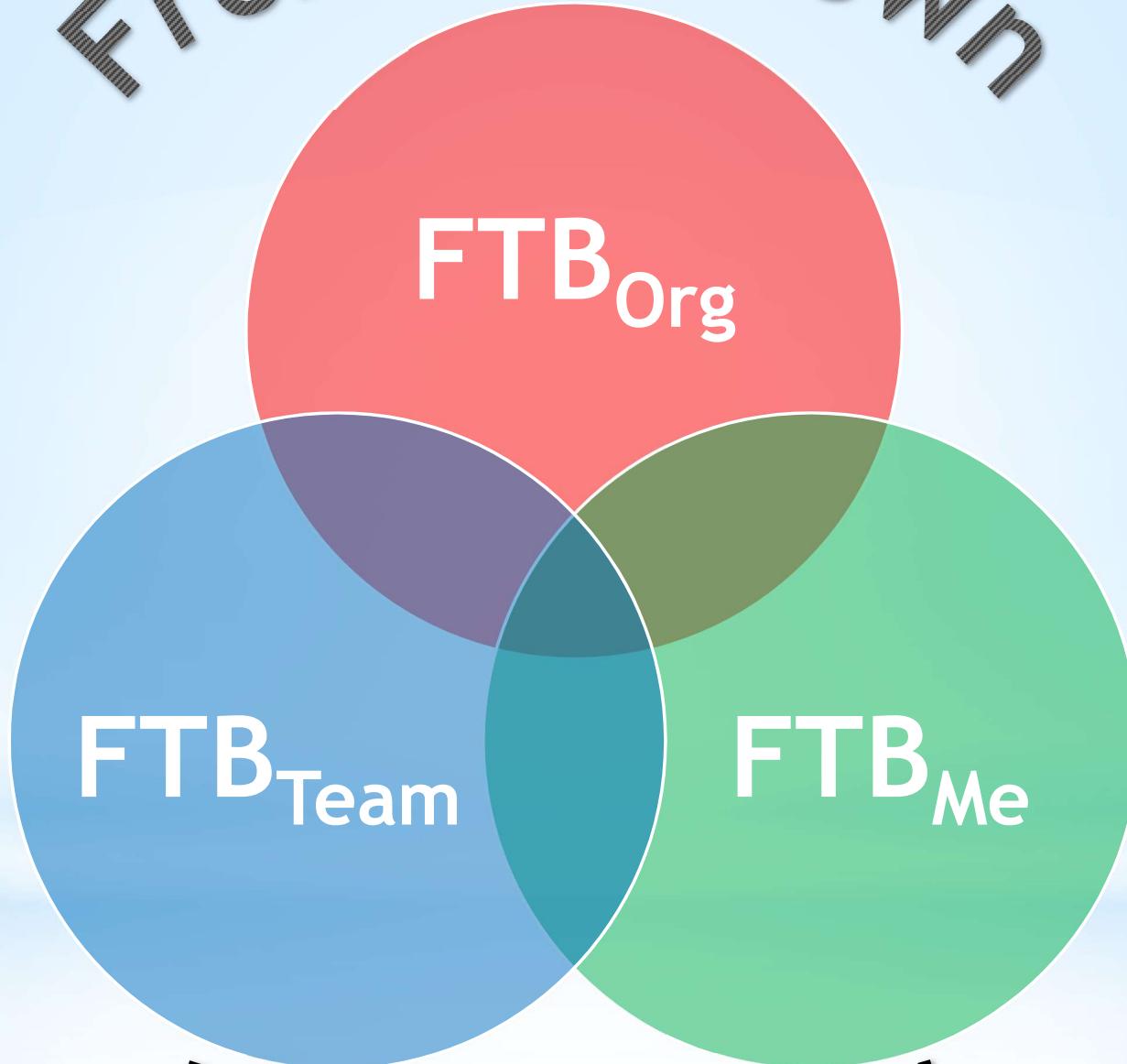
From Top-Down to All-Around

DO WHAT'S BEST FOR THE COMPANY? SURE



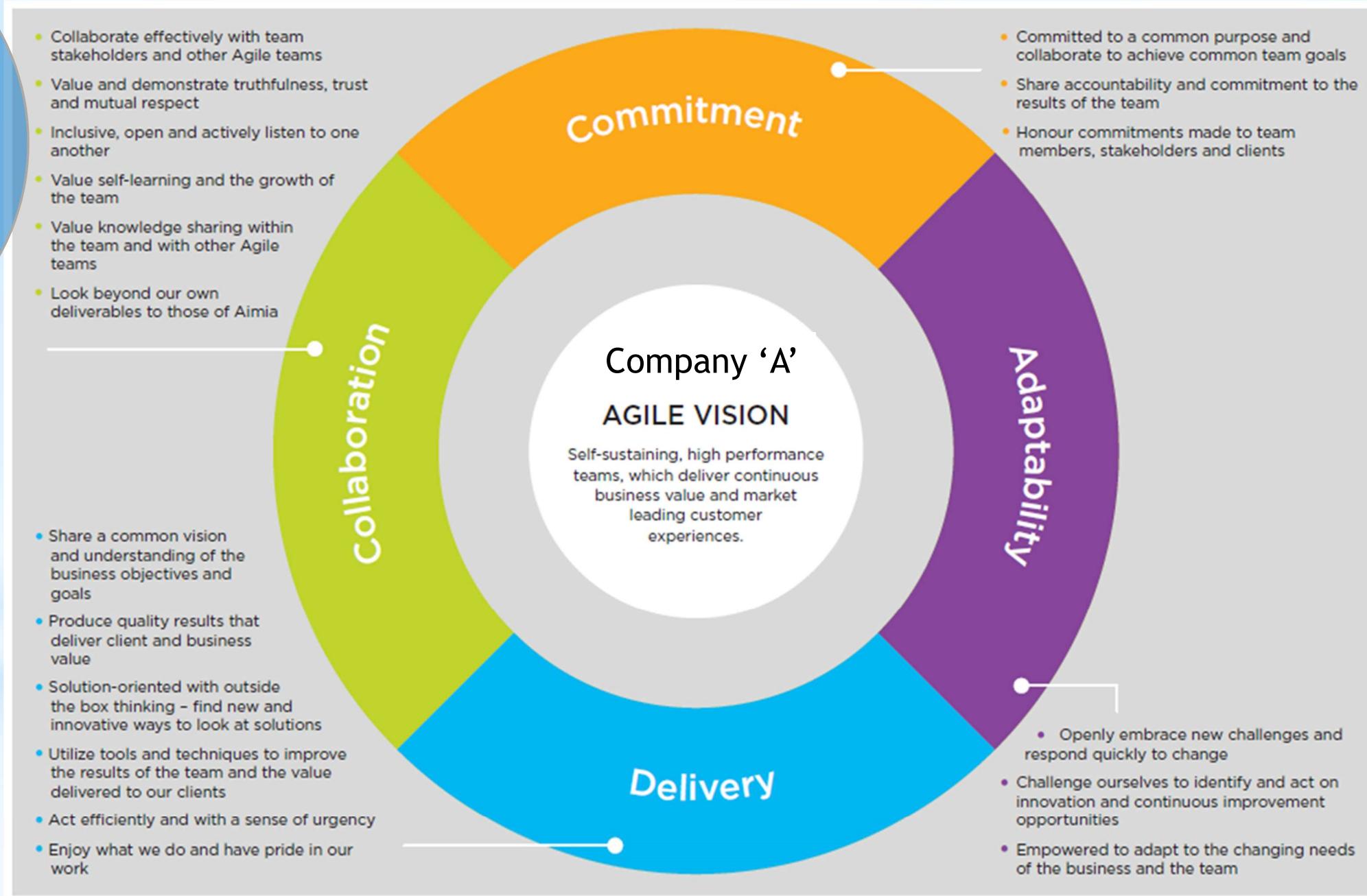
BUT HEY HEY HEY, WHAT ABOUT ME?

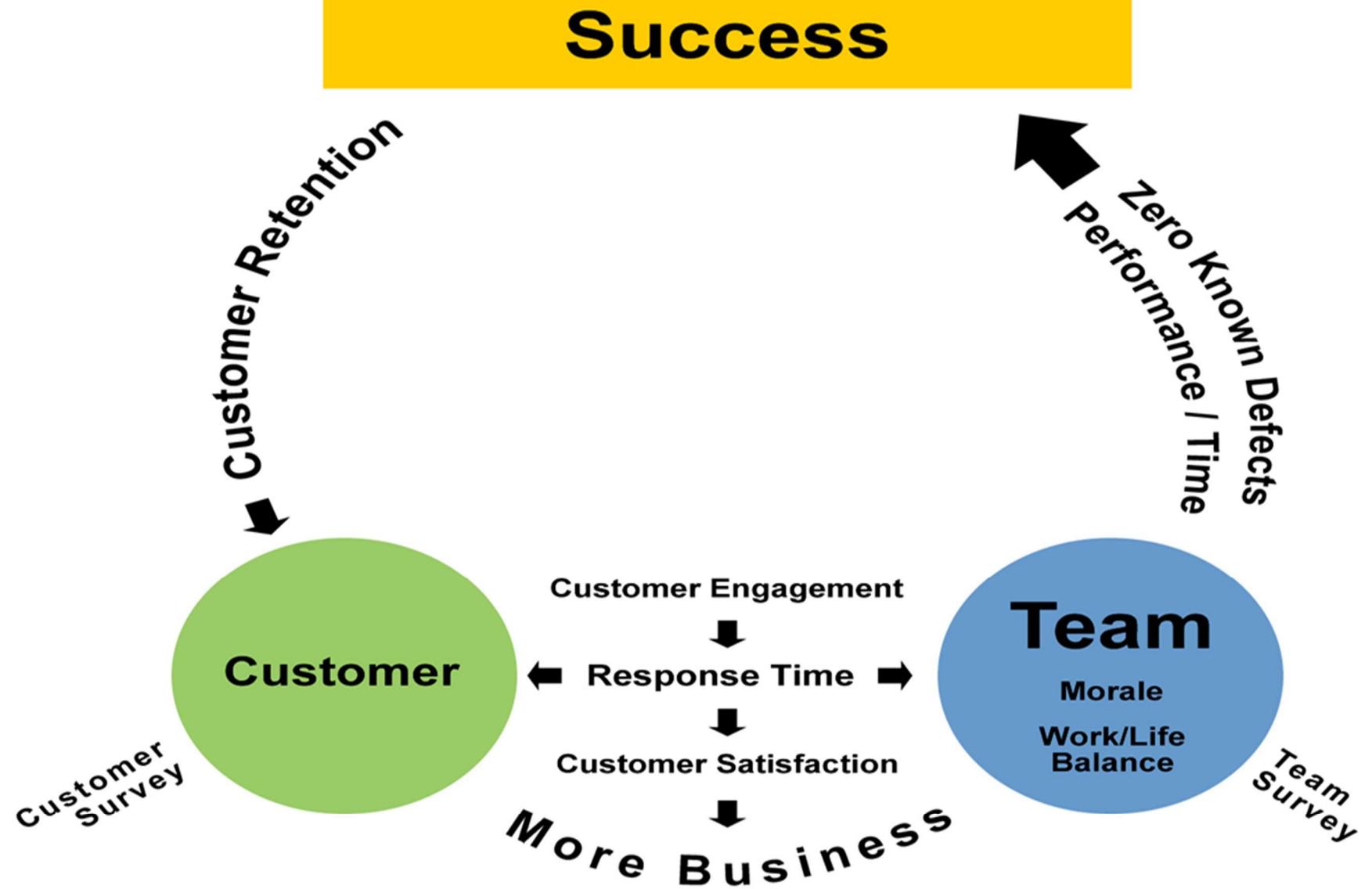
From Top Down



To All Around

FTB Team



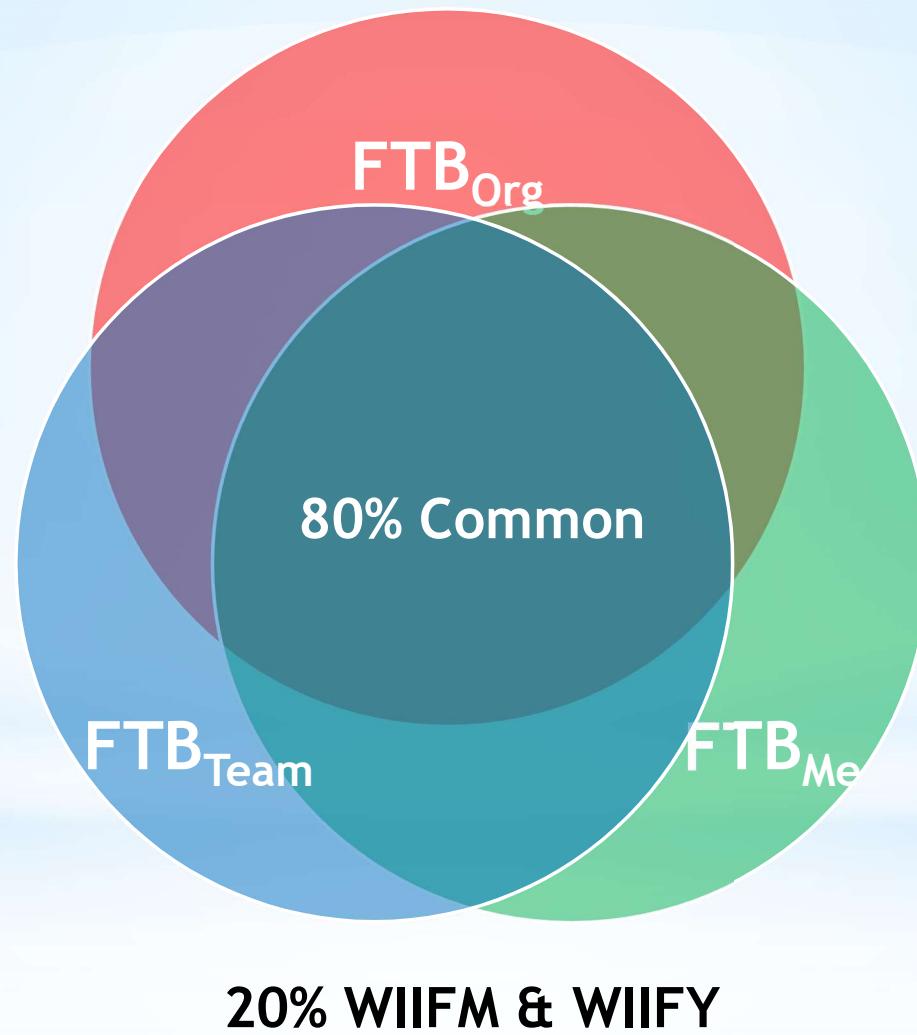


The Litmus Test

WHAT'S THE LITMUS TEST?

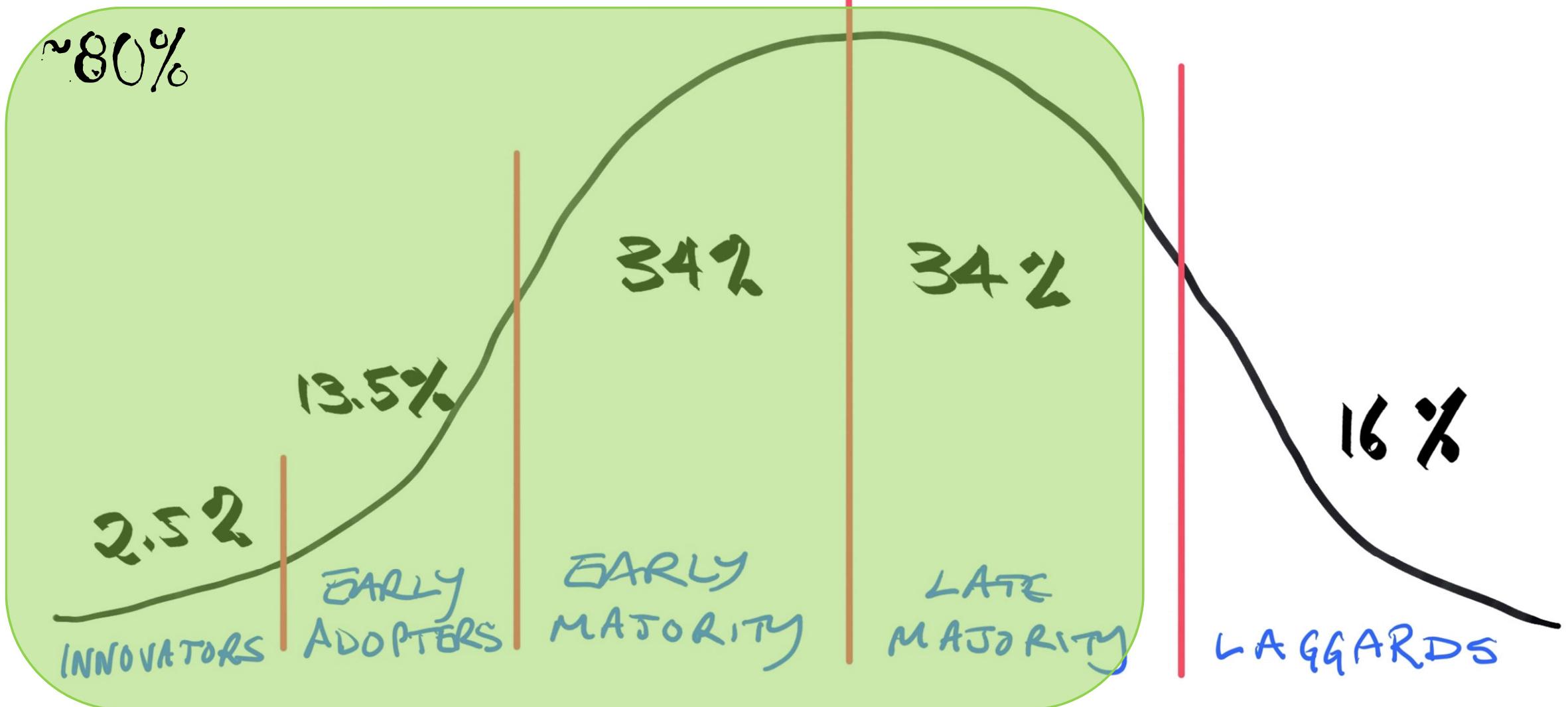


Ask: Describe the change we're going through?



DIFFUSION OF INNOVATIONS

(E. M. ROGERS 1962)



Takeaways

1. Effective change balances the Why, How and What
2. A compelling and coherent change story has a beginning, middle and end
3. The From-To-Because model “bookends” the change to be made
4. Don’t stop with the organizational change story
5. Encourage development of team and personal change stories to sustain the change



NEXT CHAPTER CONSULTING

Thank You!



Frank Leong

Principal & Founder, Next Chapter Consulting Inc.

Email: frank@nextchapterconsulting.ca

Website & Blog: <https://nextchapterconsulting.ca/blog/>

LinkedIn: www.linkedin.com/in/frankleong

*References

- * Turtle With Plastic Straw In Its Nose
(<https://www.youtube.com/watch?v=R3LTMf8KKFg>)
- * Start With Why (<https://simonsinek.com/>)
- * 5 ‘Ridiculous’ Ways Patagonia Has Built a Culture That Does Well and Does Good (<https://business.linkedin.com/talent-solutions/blog/talent-connect/2019/5-ways-patagonia-built-ridiculous-culture>)
- * Five Monkeys and a Ladder
(<https://www.youtube.com/watch?v=cOAIhCc1wbg>)
- * How to Create a Powerful Organizational Change Management Storyline
(<https://www.gartner.com/smarterwithgartner/how-to-create-a-powerful-organizational-change-management-storyline/>)
- * Hey, What About Me? (Anne Murray)
(<https://www.youtube.com/watch?v=obUg18YXpjM>)