



NEXT CHAPTER CONSULTING

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

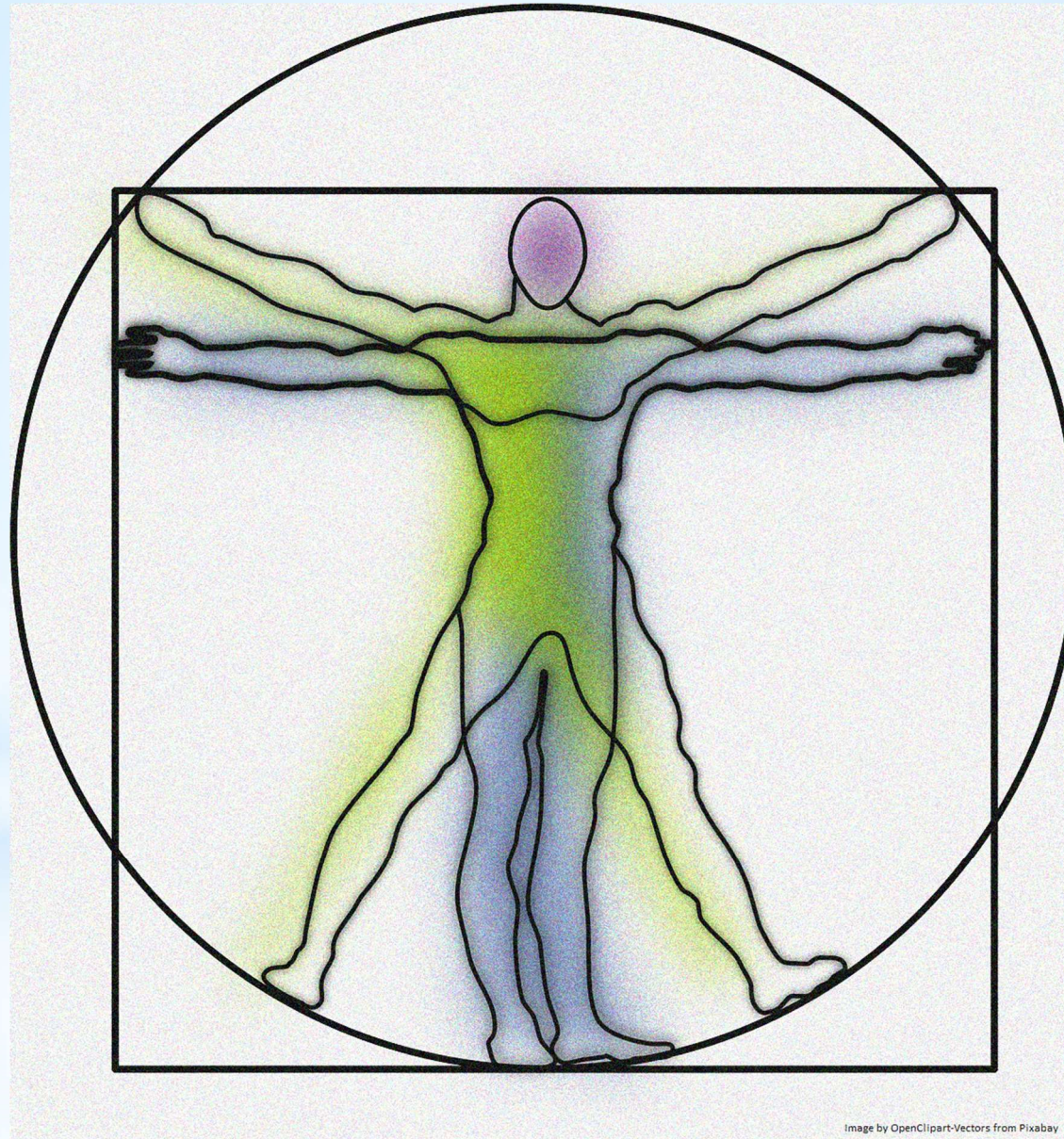
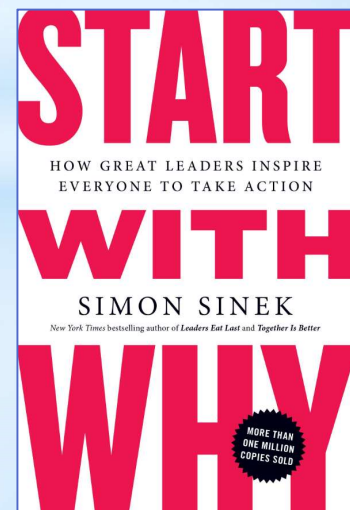


Image by OpenClipart-Vectors from Pixabay

WHAT?

The outcome



WHAT?

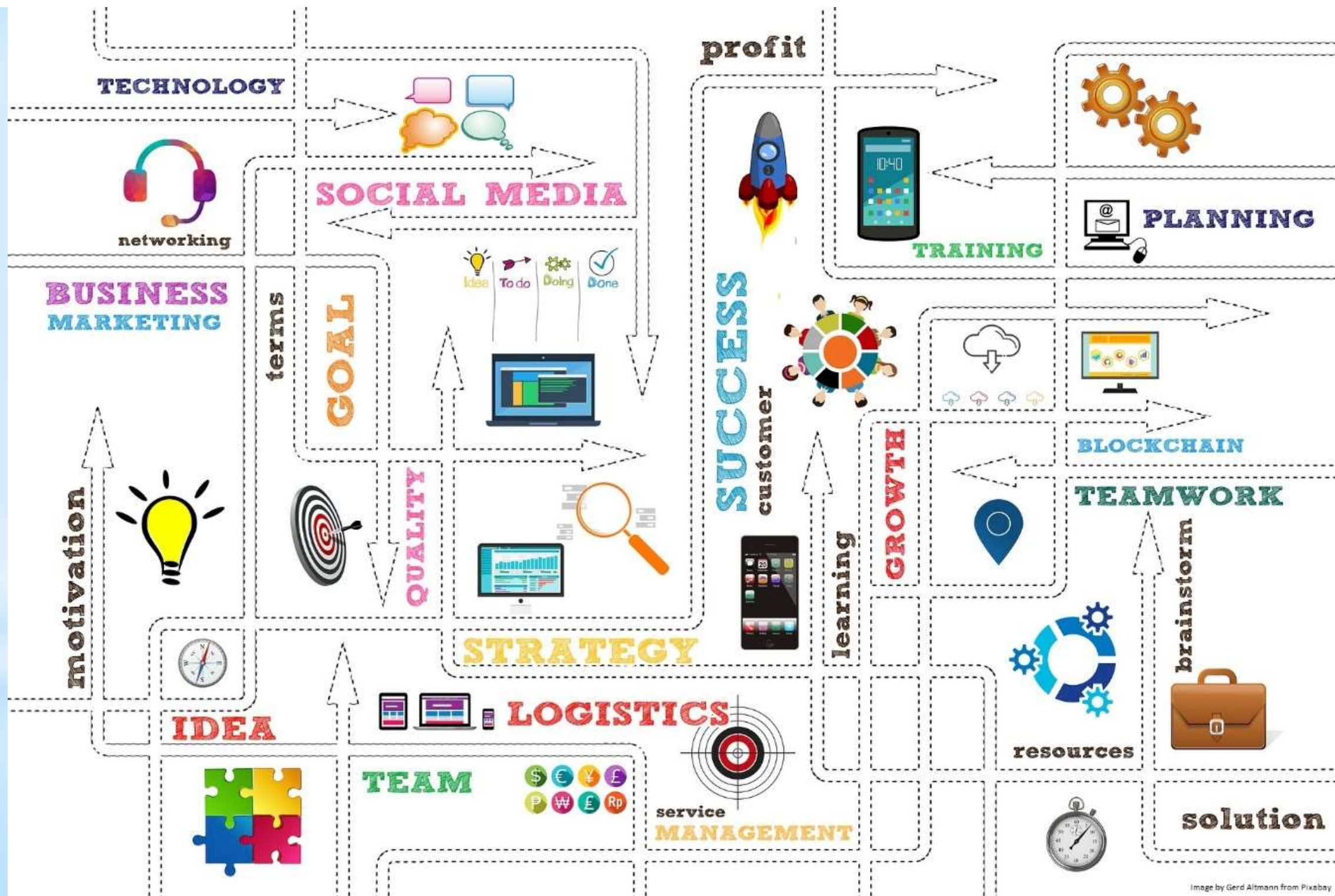
WHY?

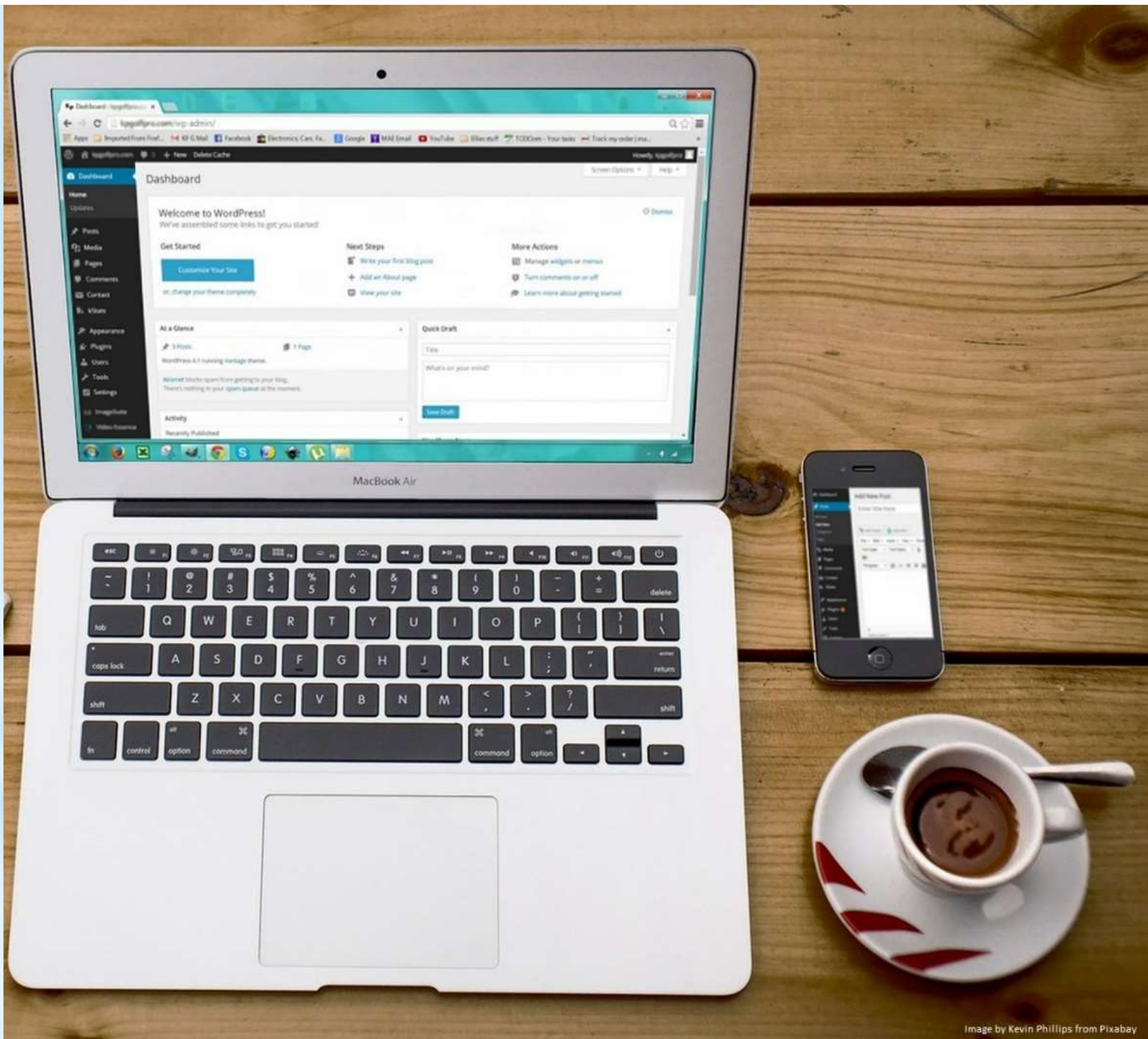


**Can You Spot The
Difference?**

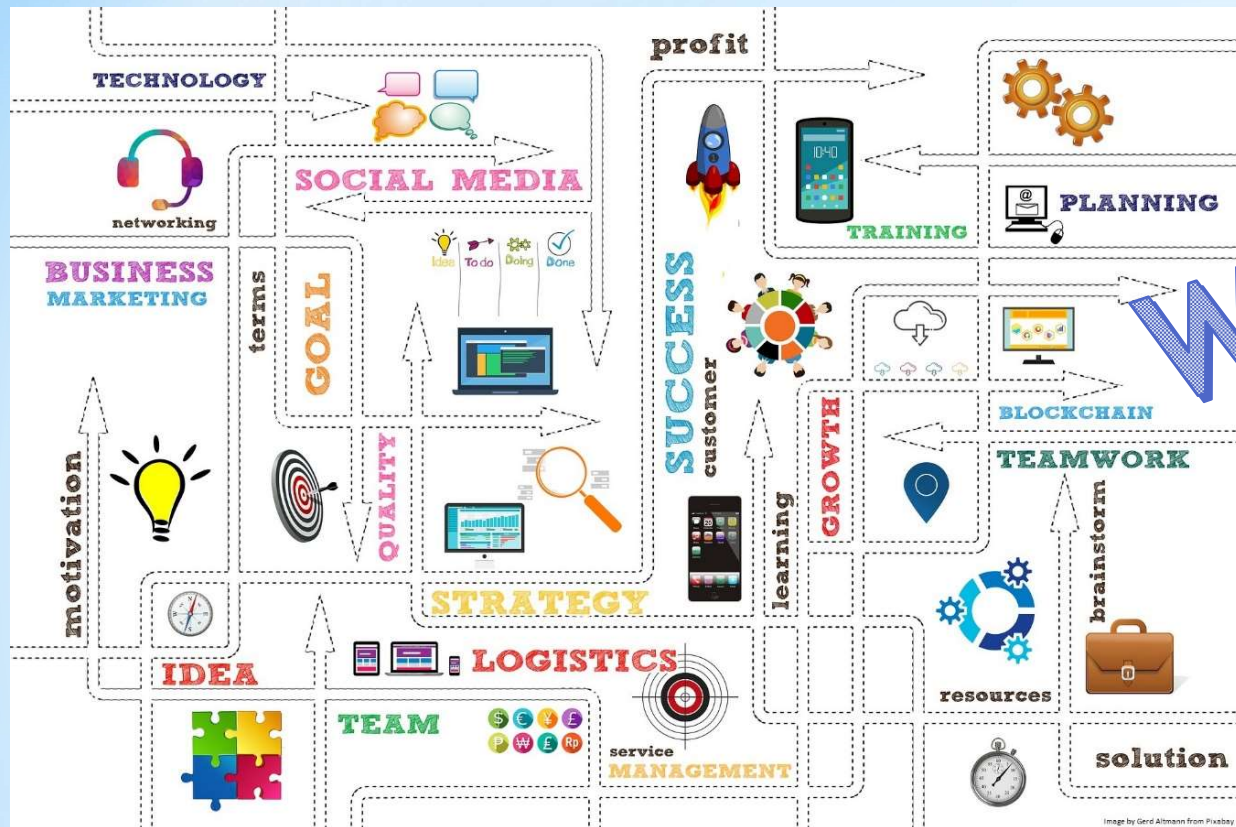


HOW?









WHY?



WHAT?



HOW?



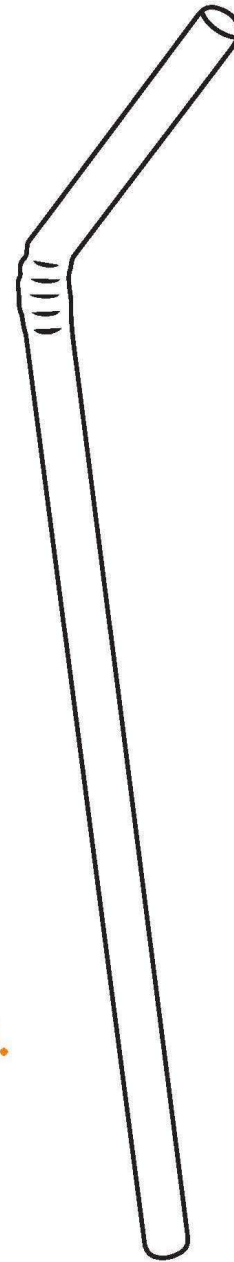
LET'S MAKE THIS THE LAST STRAW



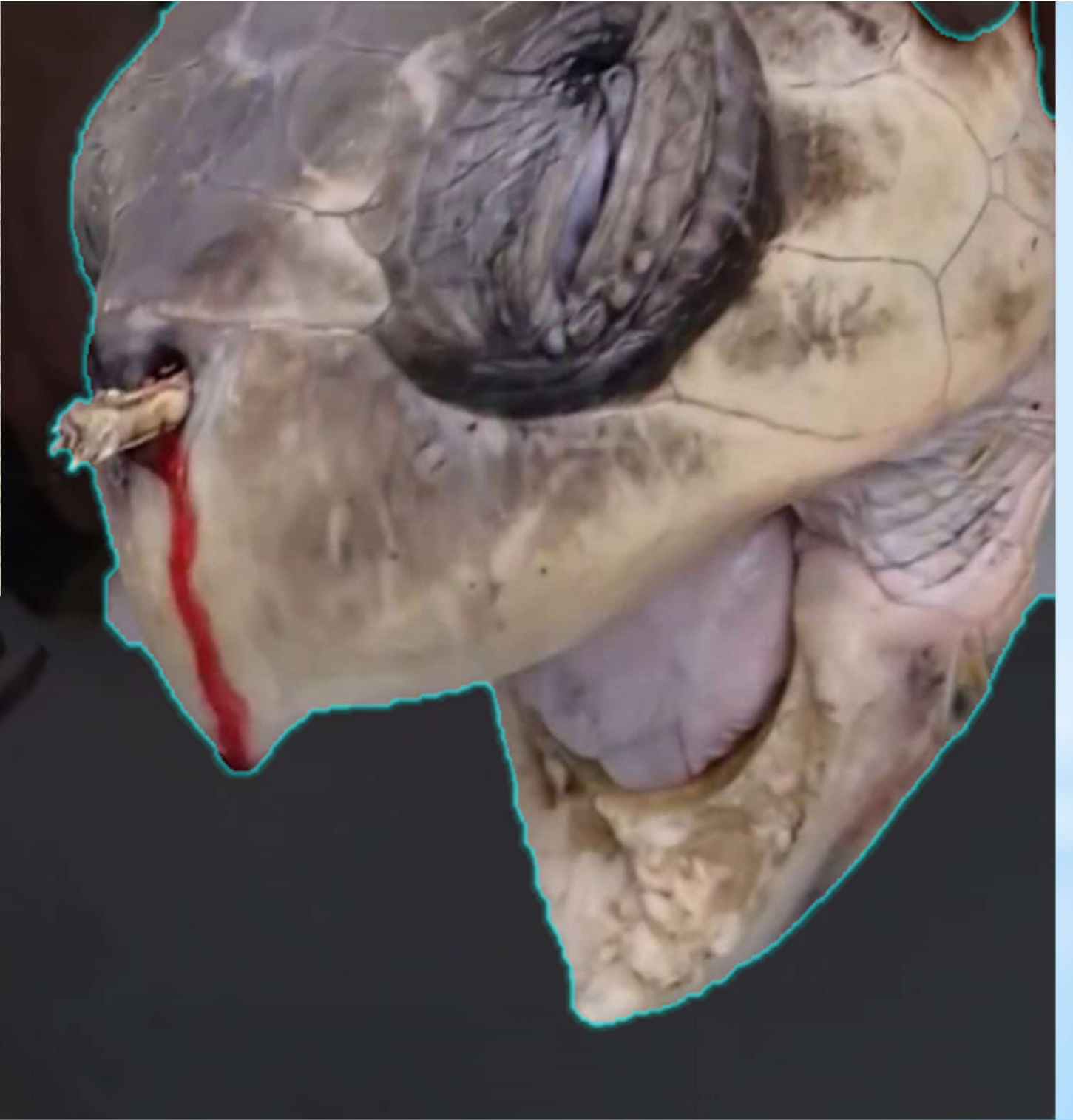
Used for minutes but here for centuries, each day in the U.S., straws create enough waste to wrap the circumference of the earth 2.5 times.

Start saying “so long” to straws.

Sip your drink the old-fashioned way!



BON APPÉTIT
MANAGEMENT COMPANY
food service for a sustainable future™



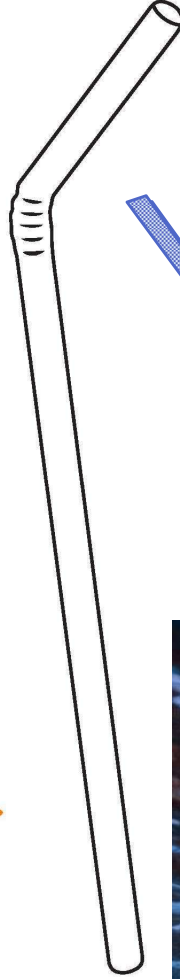
LET'S MAKE THIS THE LAST STRAW



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Sip your drink the old-fashioned way!

BON APPÉTIT
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WHY?



WHAT?

HOW?



What did you notice?

Starting With Why

The Golden Circle

Clarity of WHY

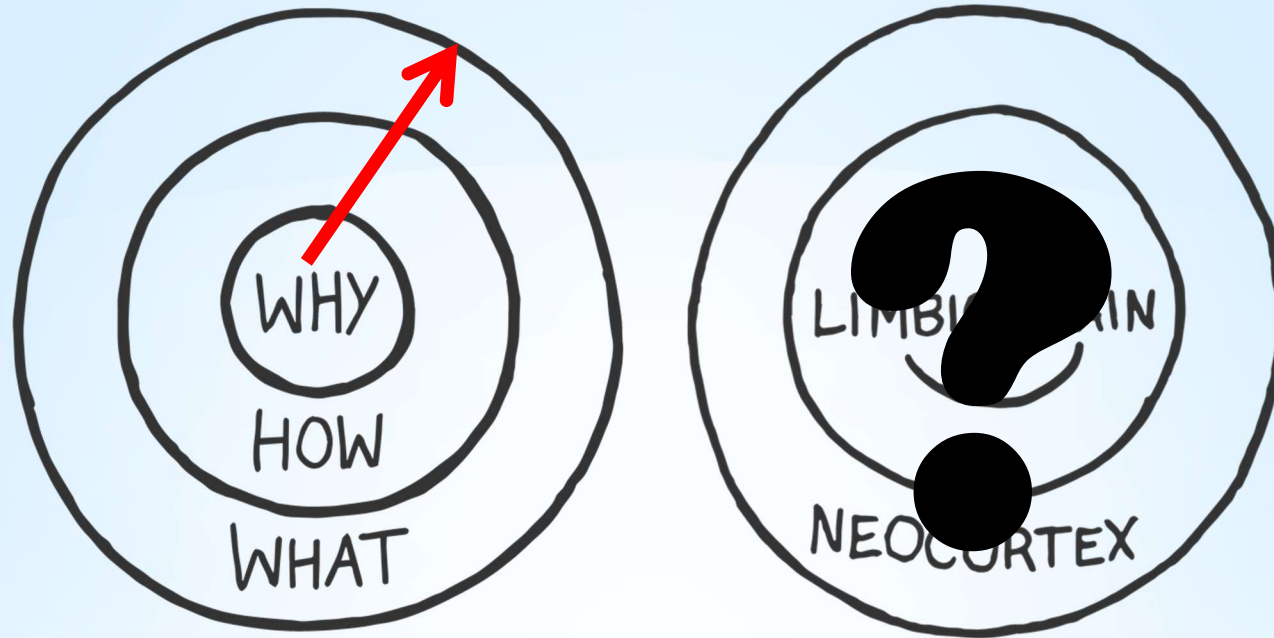
Your purpose, cause or belief.

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

Neocortex

Responsible for 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.

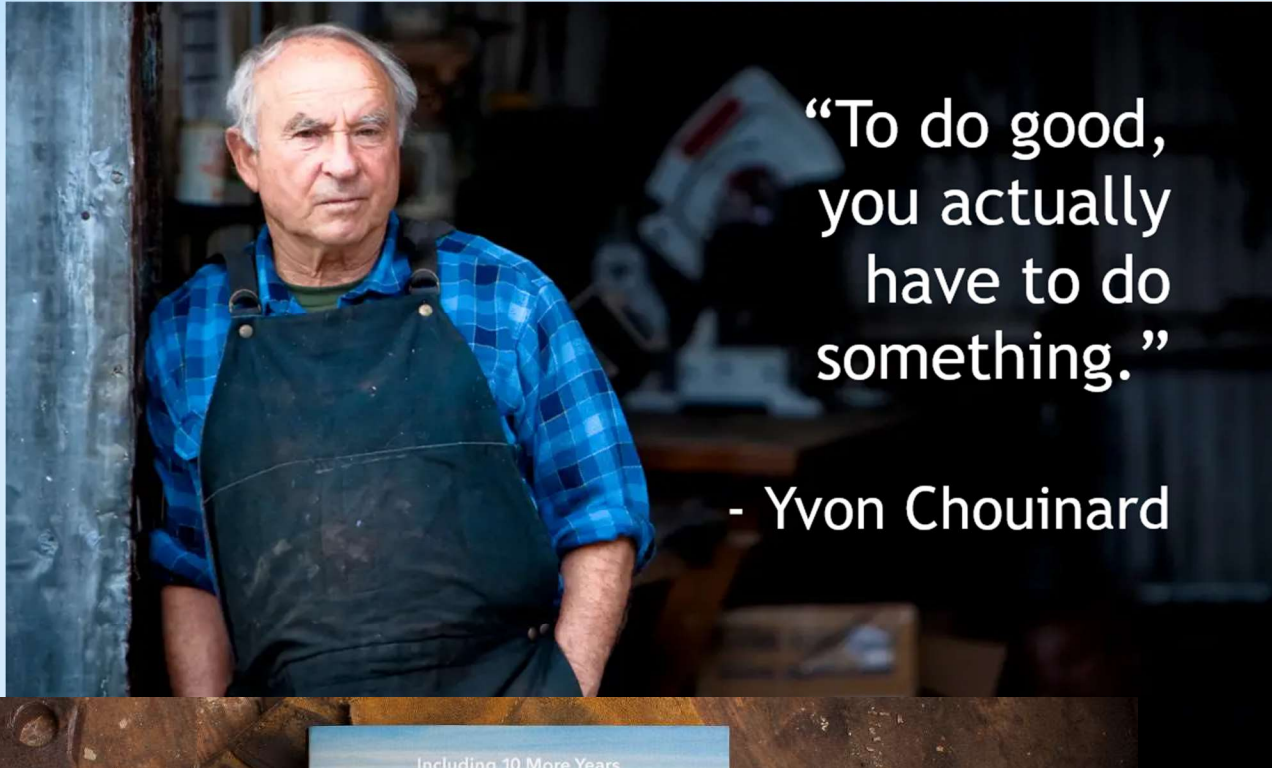


“1000 songs in your pocket”



“5GB MP3 Player”

What's The Difference?



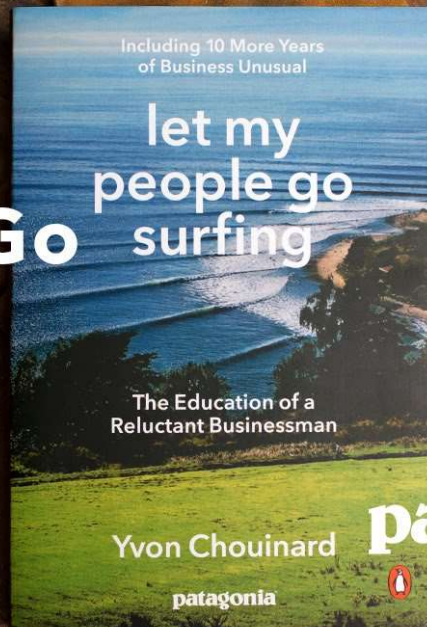
“To do good,
you actually
have to do
something.”

- Yvon Chouinard

DON'T BUY THIS JACKET

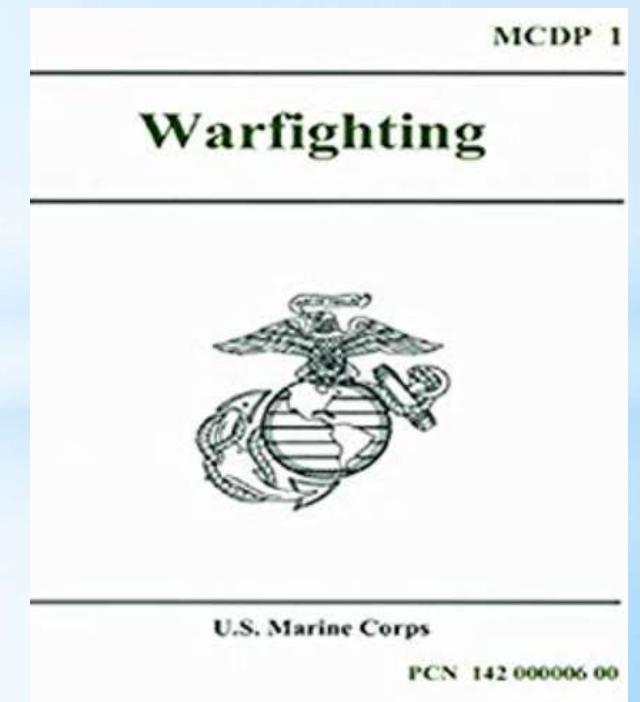
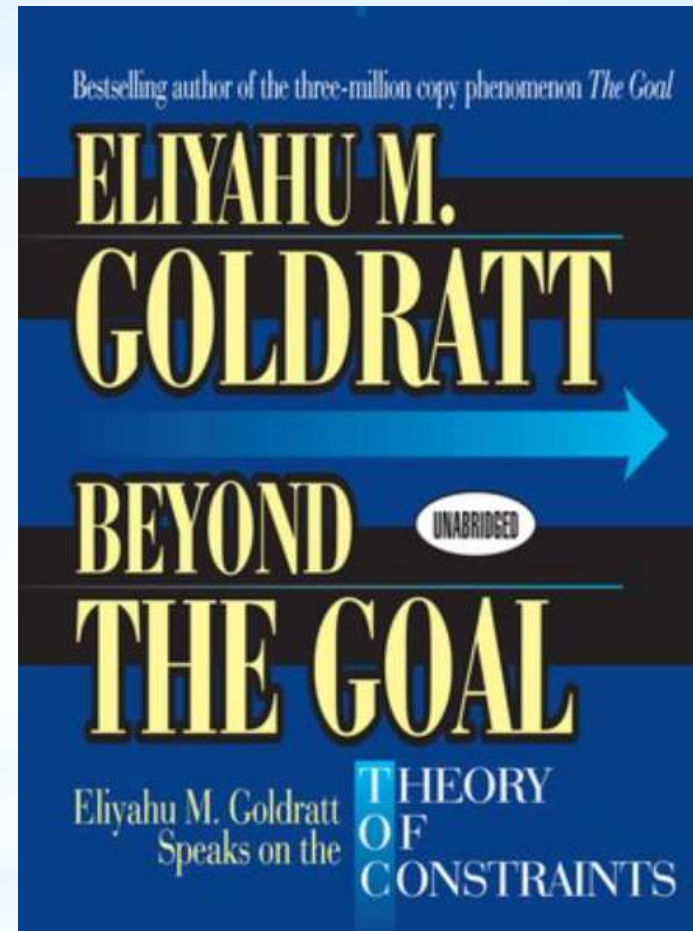


Let My People Go Surfing



patagonia

100%
FOR THE
PLANET



5 MONKEYS

A LADDER AND BANANAS



Why People Skip “Why”

RECIPE FOR SUCCESS

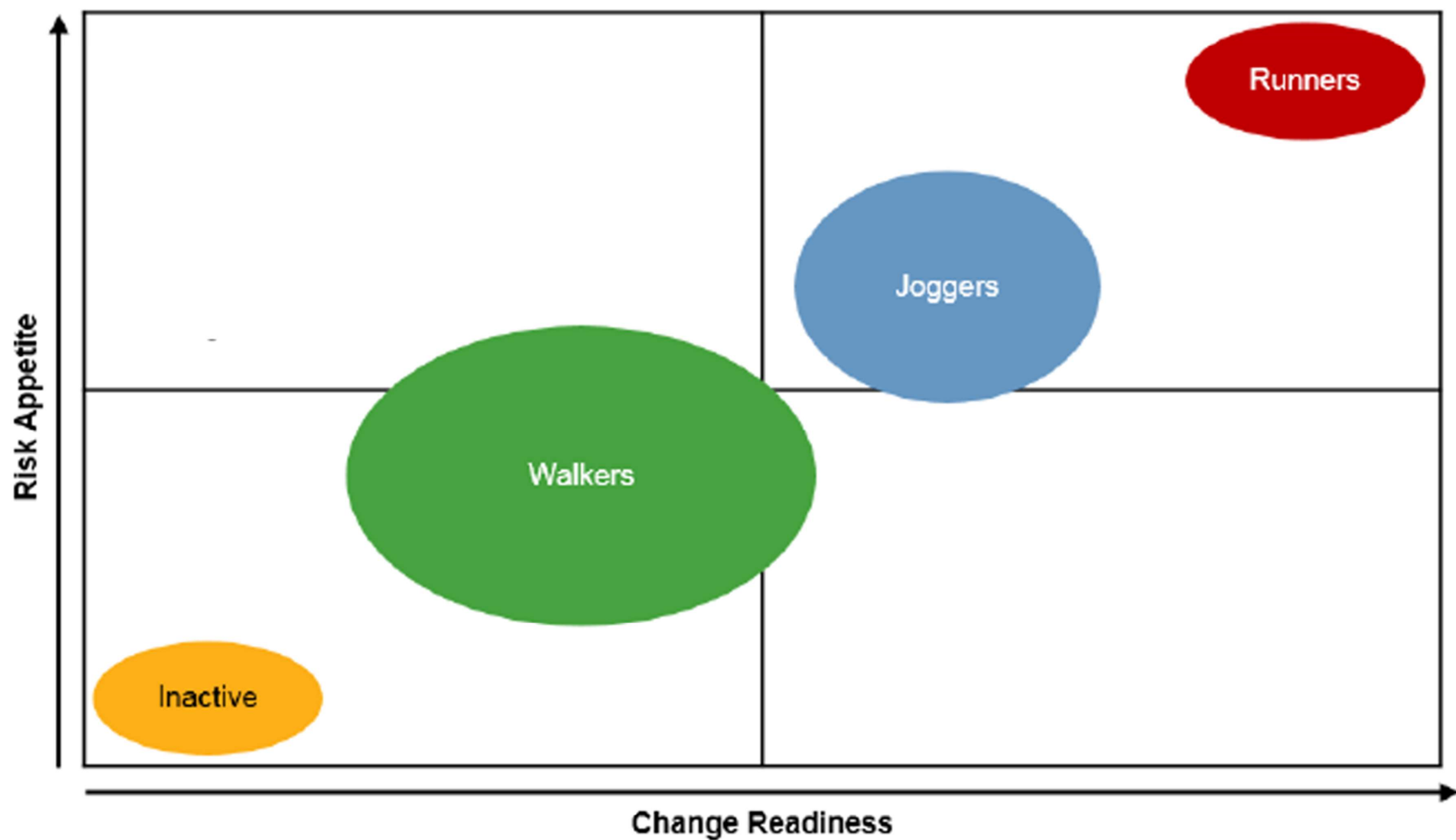


FOLLOW THE LEADER





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"**



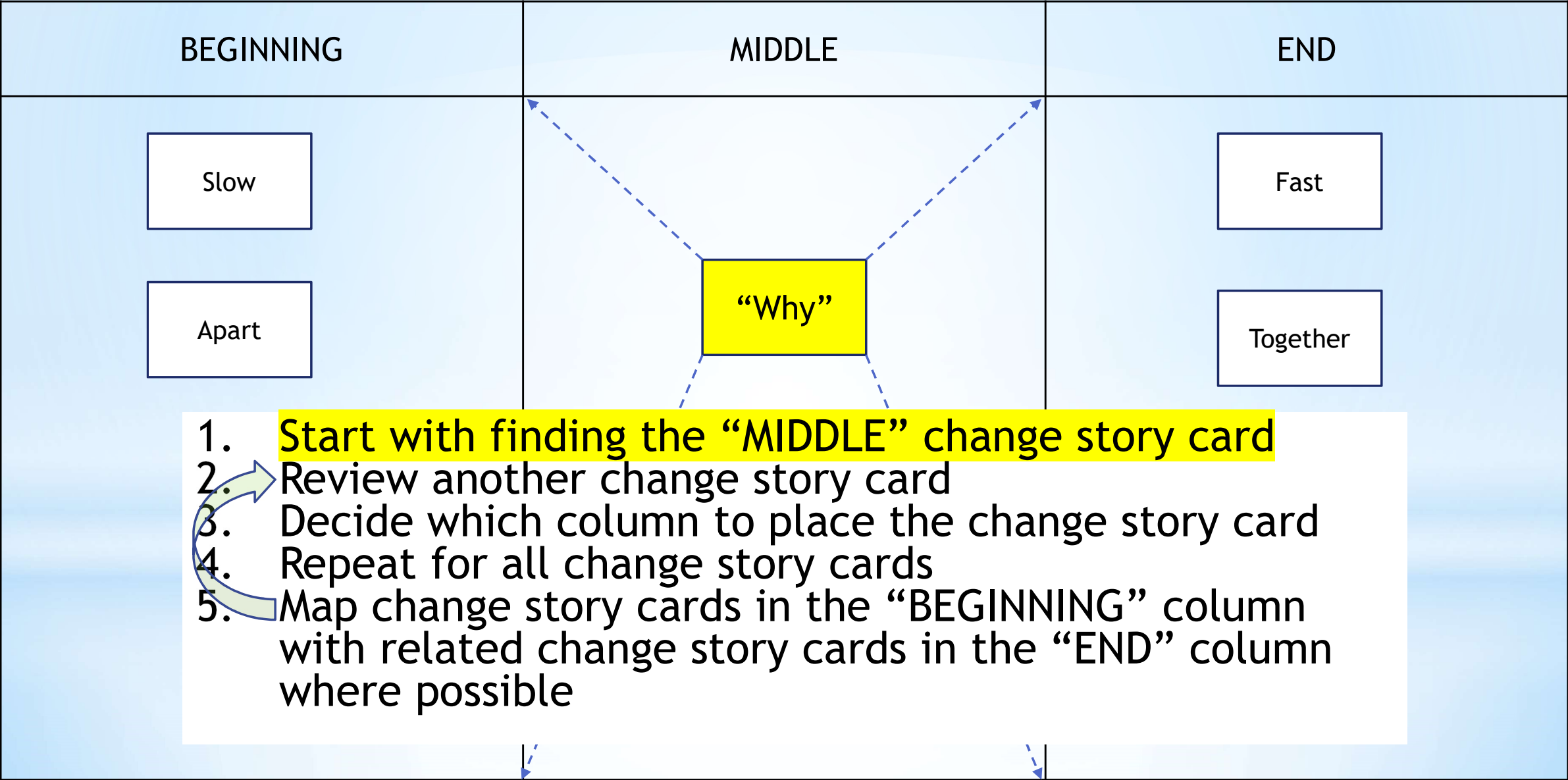
MADE BY E. J. COYNE, N. Y. C.

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	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.	One support model tailorable by region
Highly reactive		Highly responsive
Process-centric		Customer-centric
Lean, but limited		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

1

From = Current State

3

Because = WHY

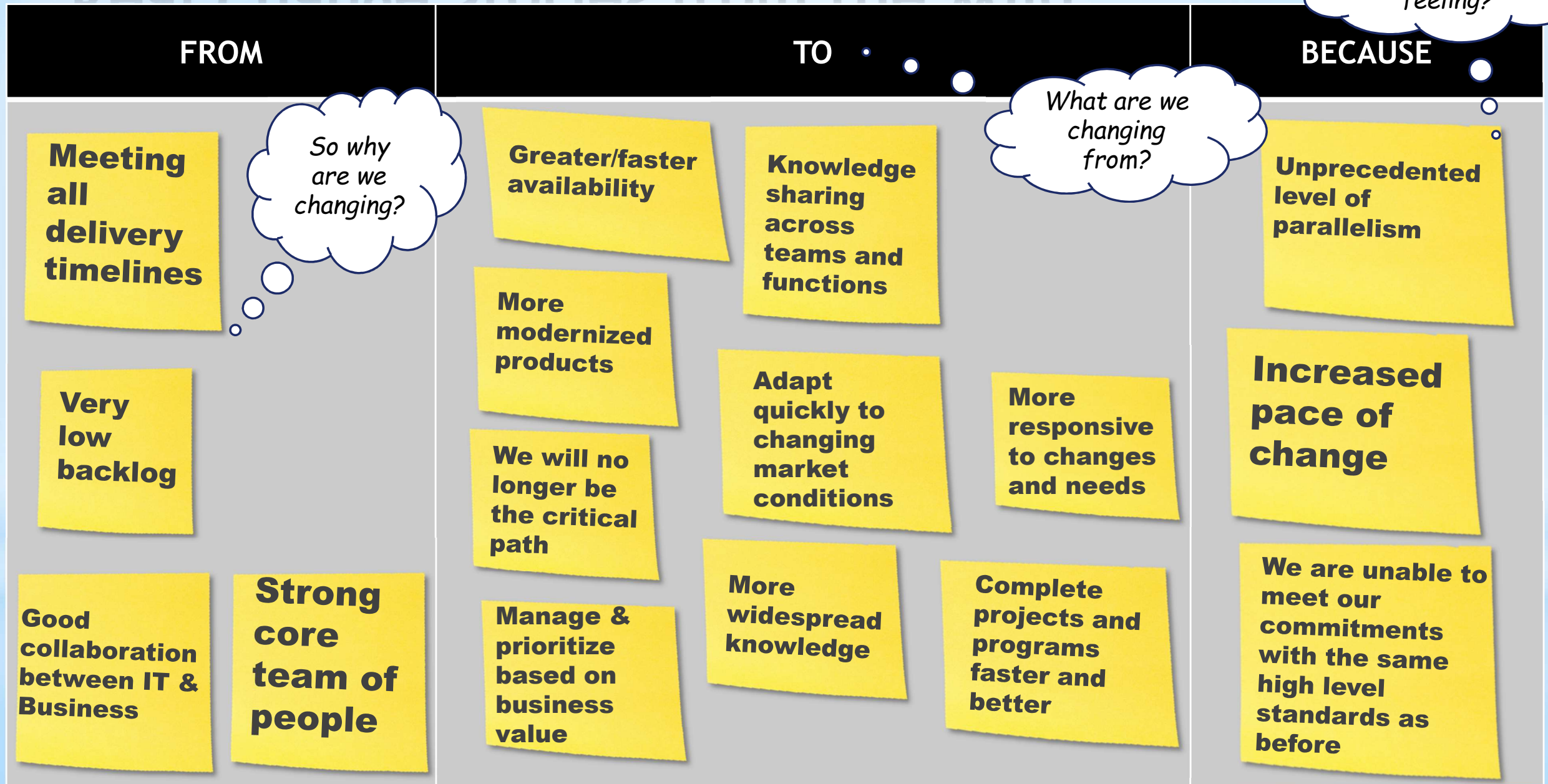
2

To = Desired State

Our Change Story as an FTB Story

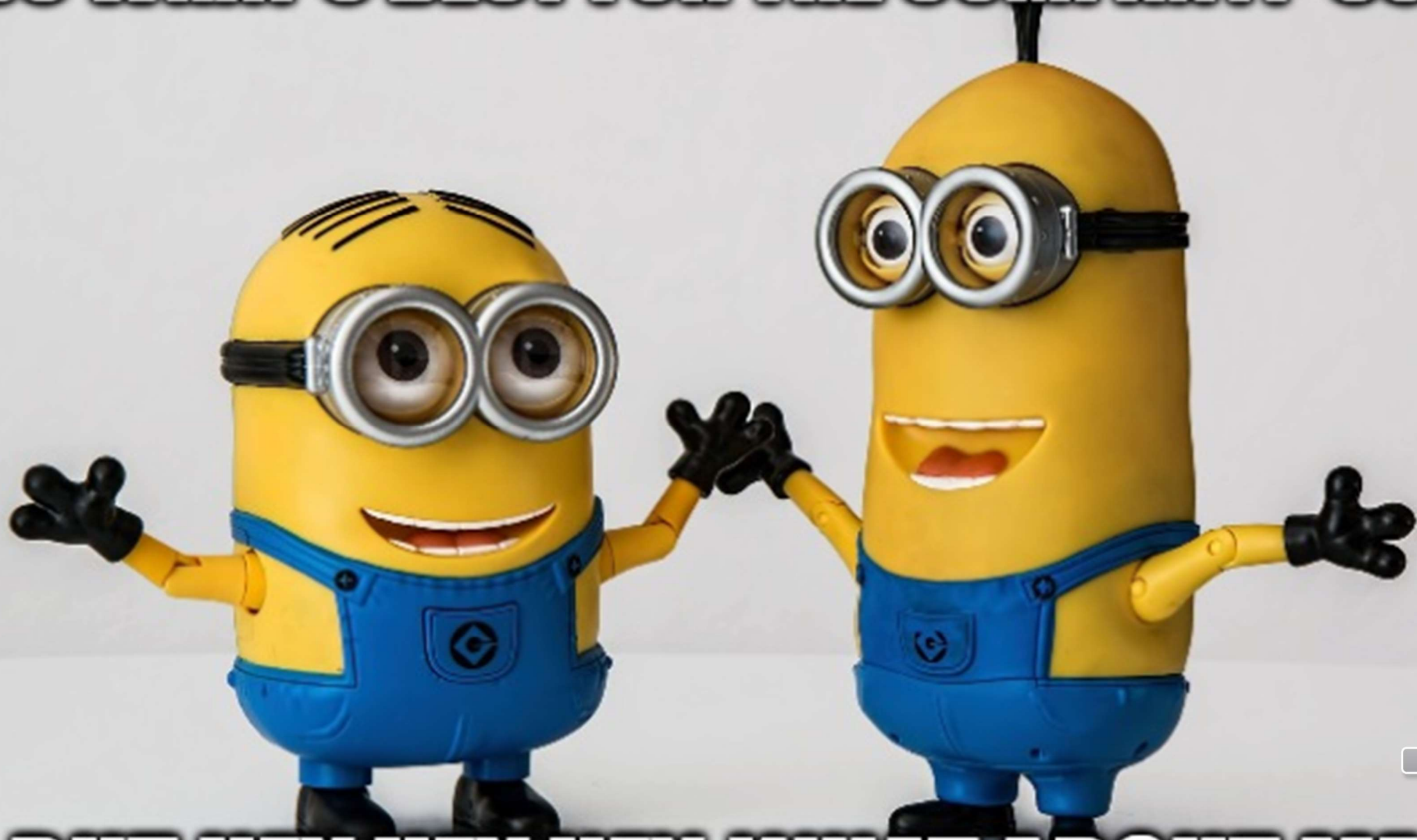
From	To	Because
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Real Change Stories from the Wild



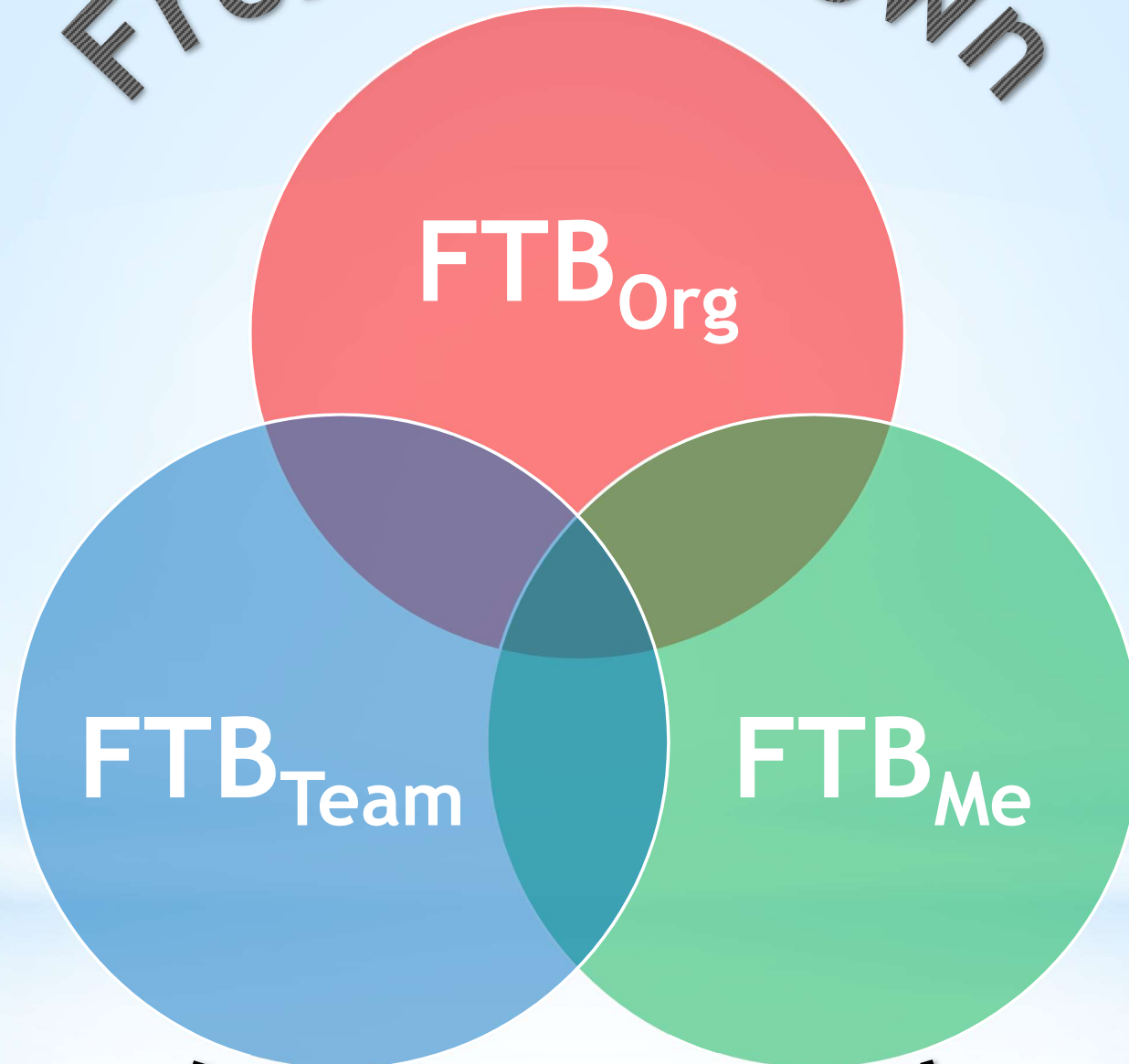
From Top-Down to All-Around

DO WHAT'S BEST FOR THE COMPANY? SURE



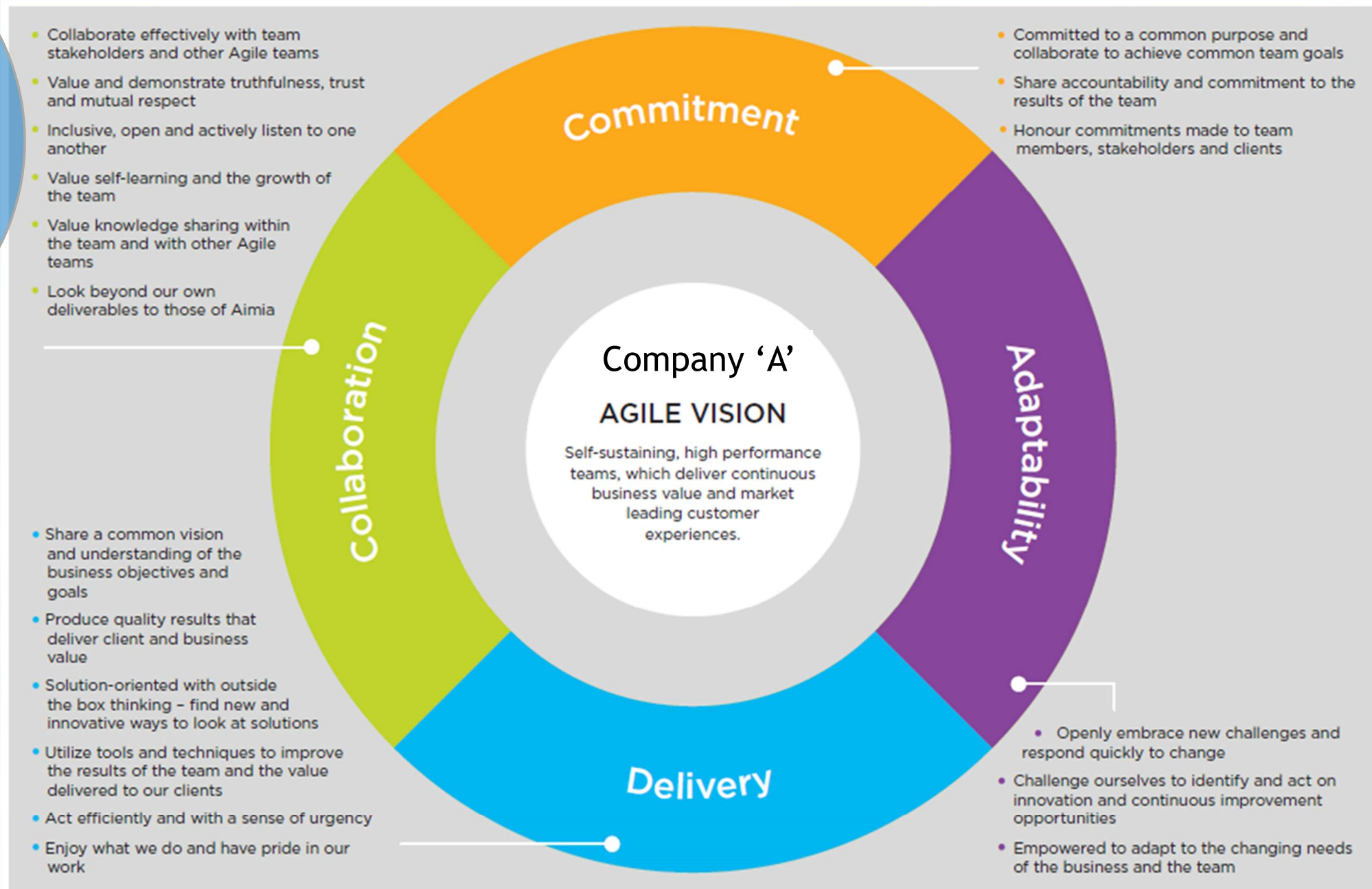
BUT HEY HEY HEY, WHAT ABOUT ME?

From Top Down

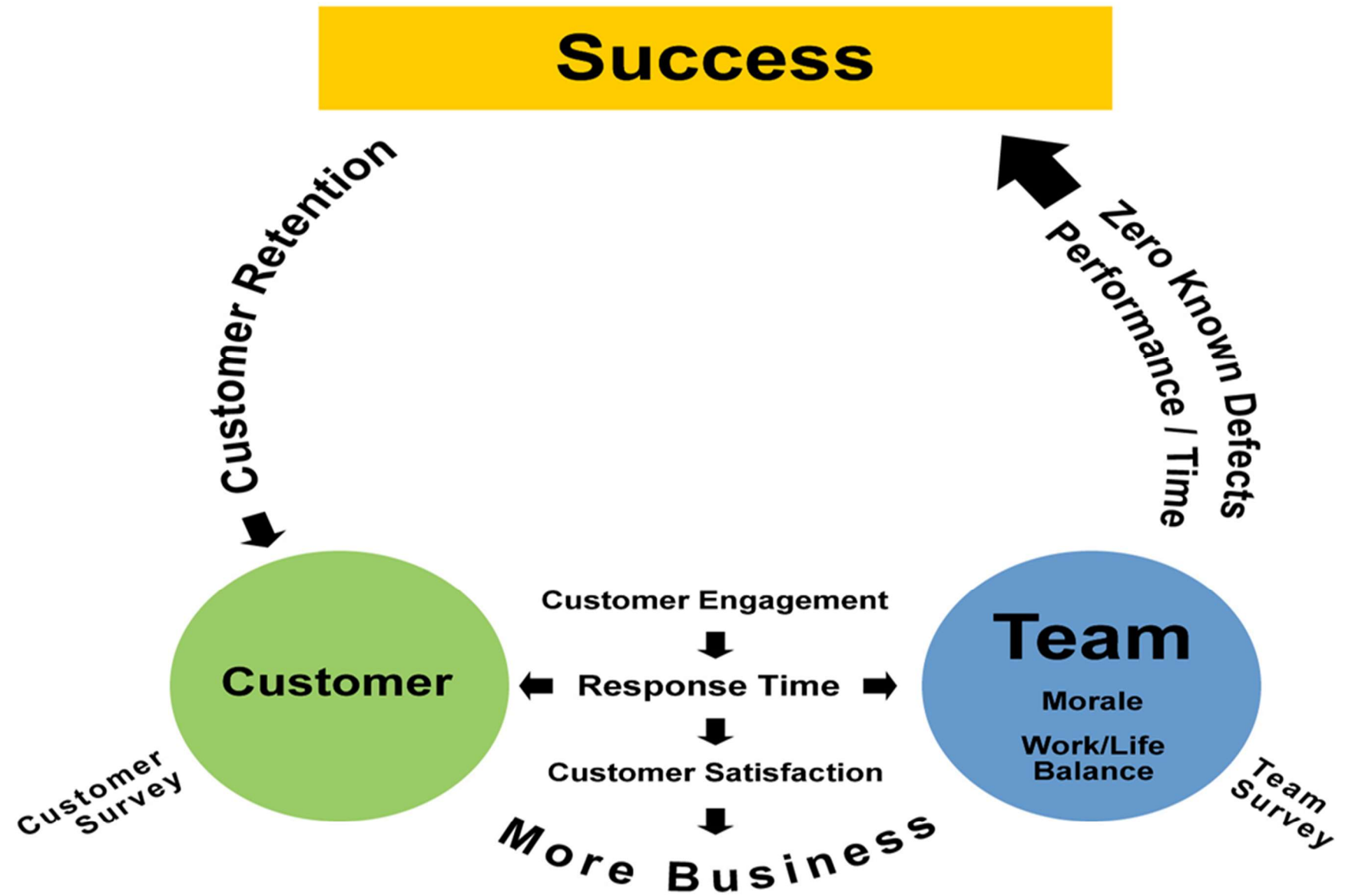


To All Around

FTB_{Team}



FTB_{Me}

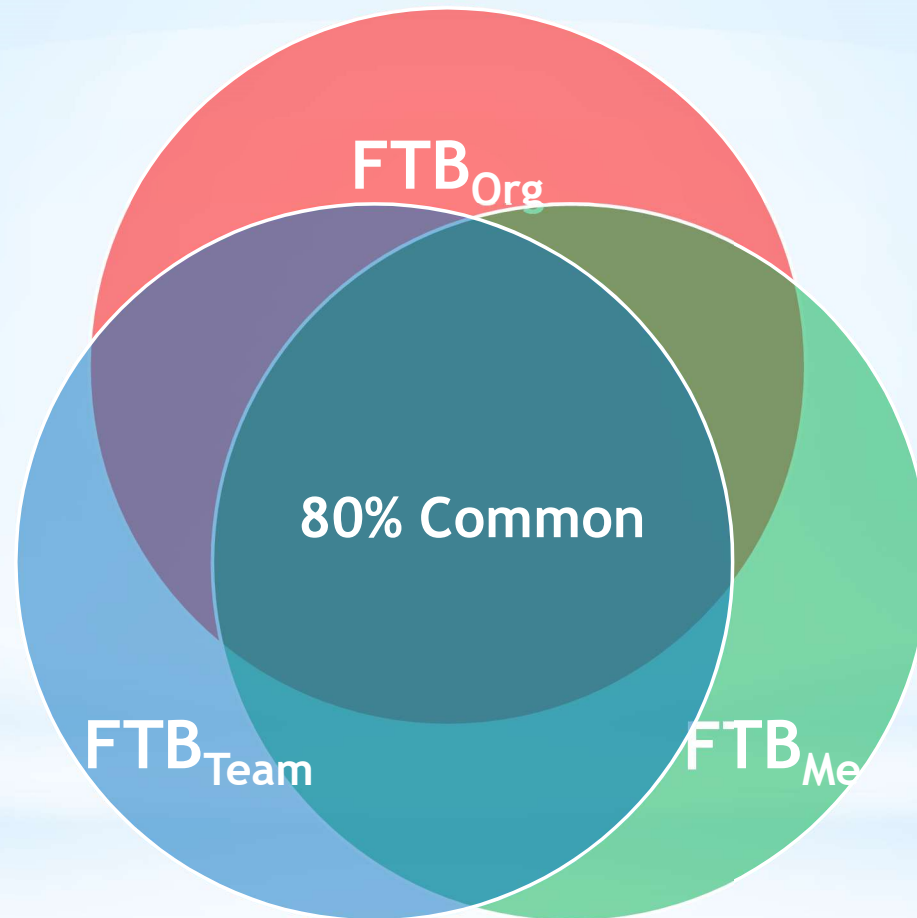


The Litmus Test

WHAT'S THE LITMUS TEST?

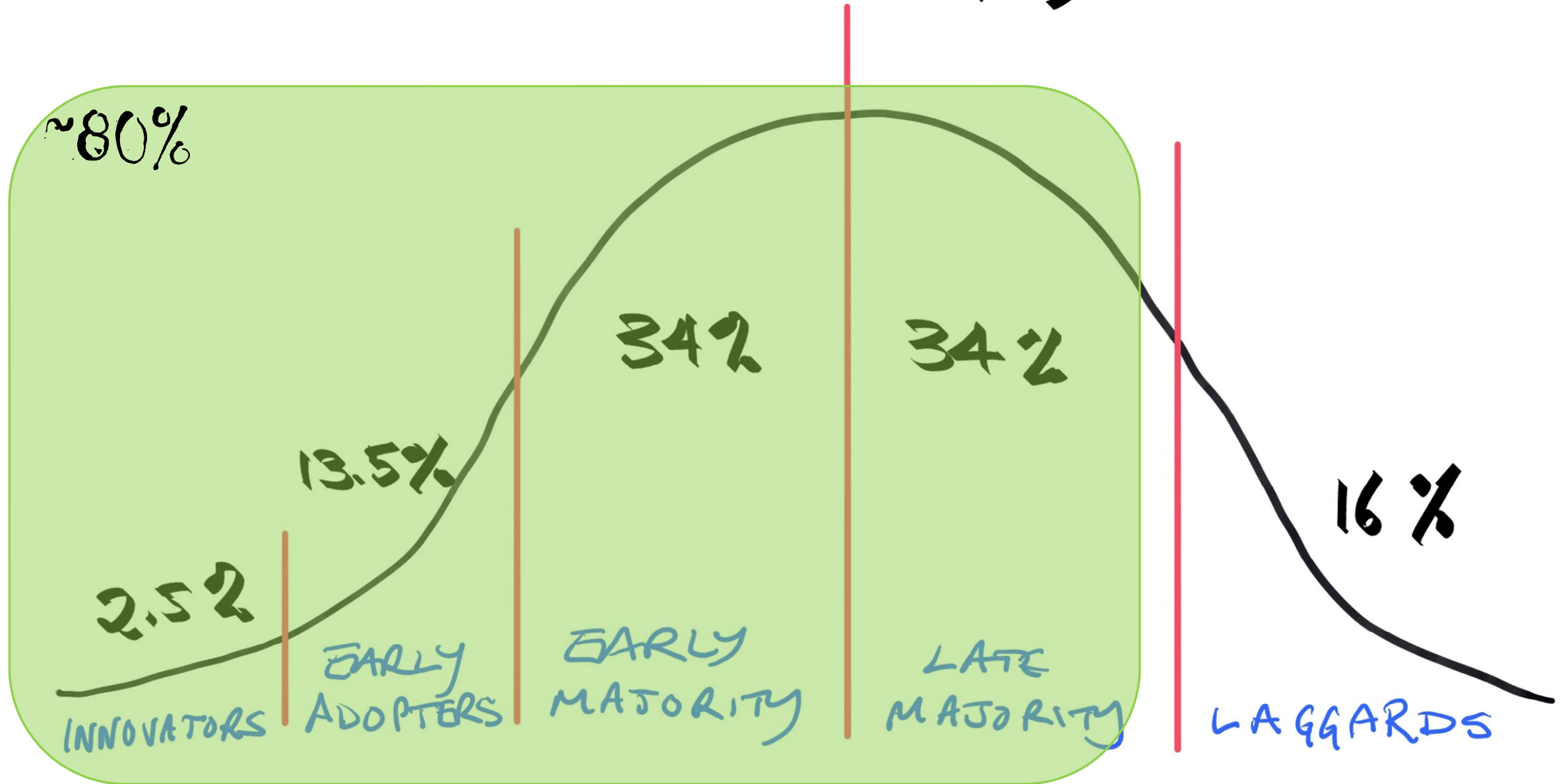


Ask: Describe the change we're going through?



20% WIIFM & WIIFY

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!



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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=cOAlhCc1wbg>)
- *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>)