



PROJECT MANAGEMENT  
CENTER FOR EXCELLENCE  
A.J. CLARK SCHOOL OF ENGINEERING  
Civil & Environmental Engineering Department



# LET'S CHANGE HOW YOUR TEAM ADAPTS TO CHANGE

*Glenn Anderson*

*The Performance Catalyst Speaker, Glenn Anderson Speaks  
2022 Project Management Symposium*

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## The Glove Story



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# The Glove Story



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Being a change leader means.....

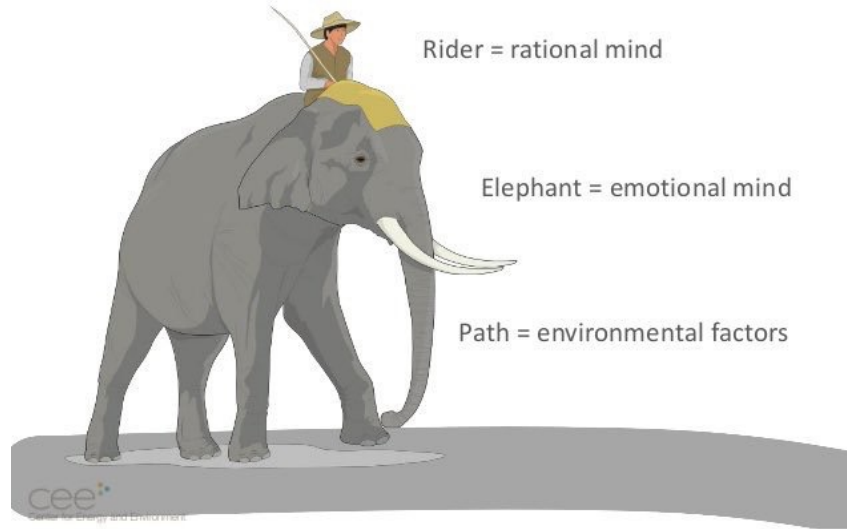


- You are focused on the people



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## The elephant metaphor



From The Happiness Hypothesis by Jonathan Haidt

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## Being a change leader means.....



- You are focused on the people
- You direct the rider, motivate the elephant, shape the path
- You understand that chaos is not failure

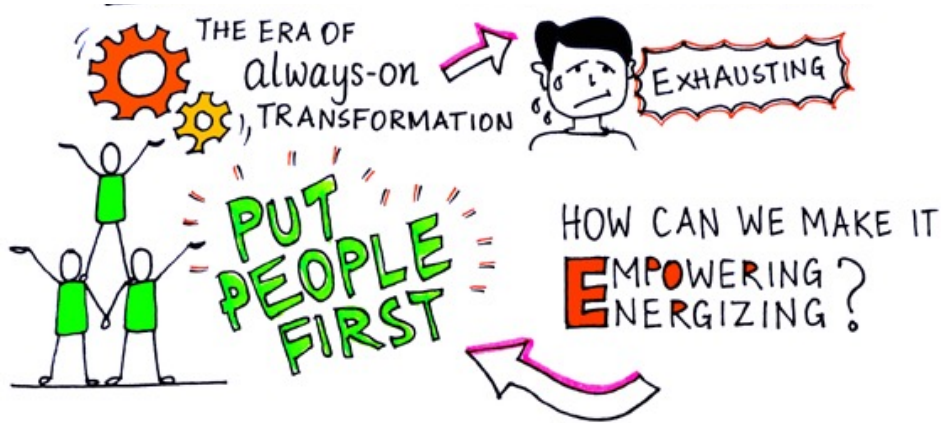


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(1) You are focused on the people

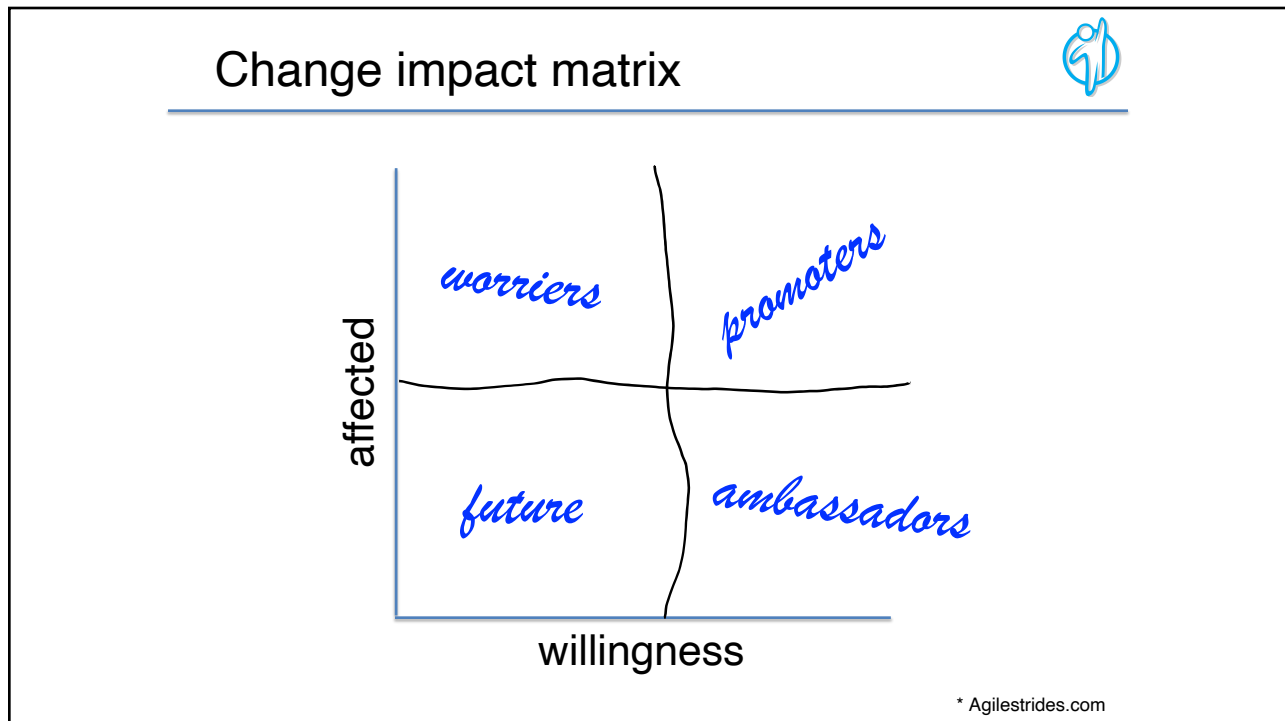


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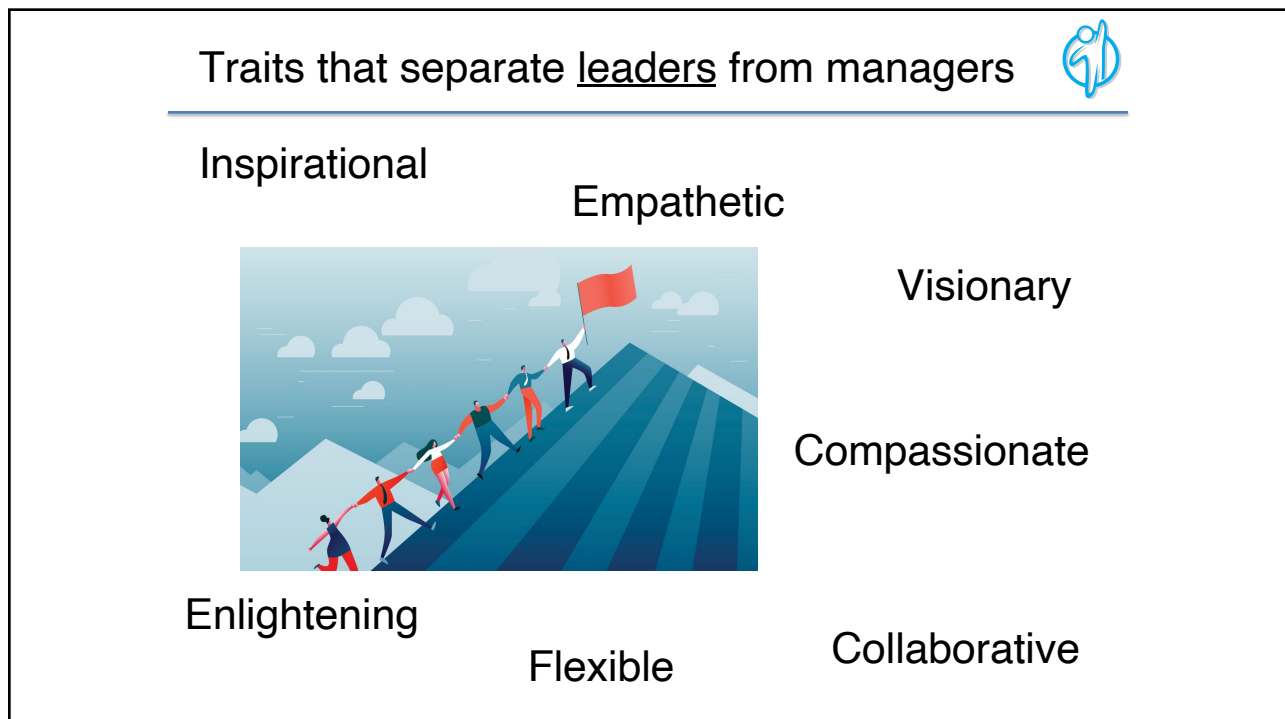


From Jim Hemerling's TED Talk

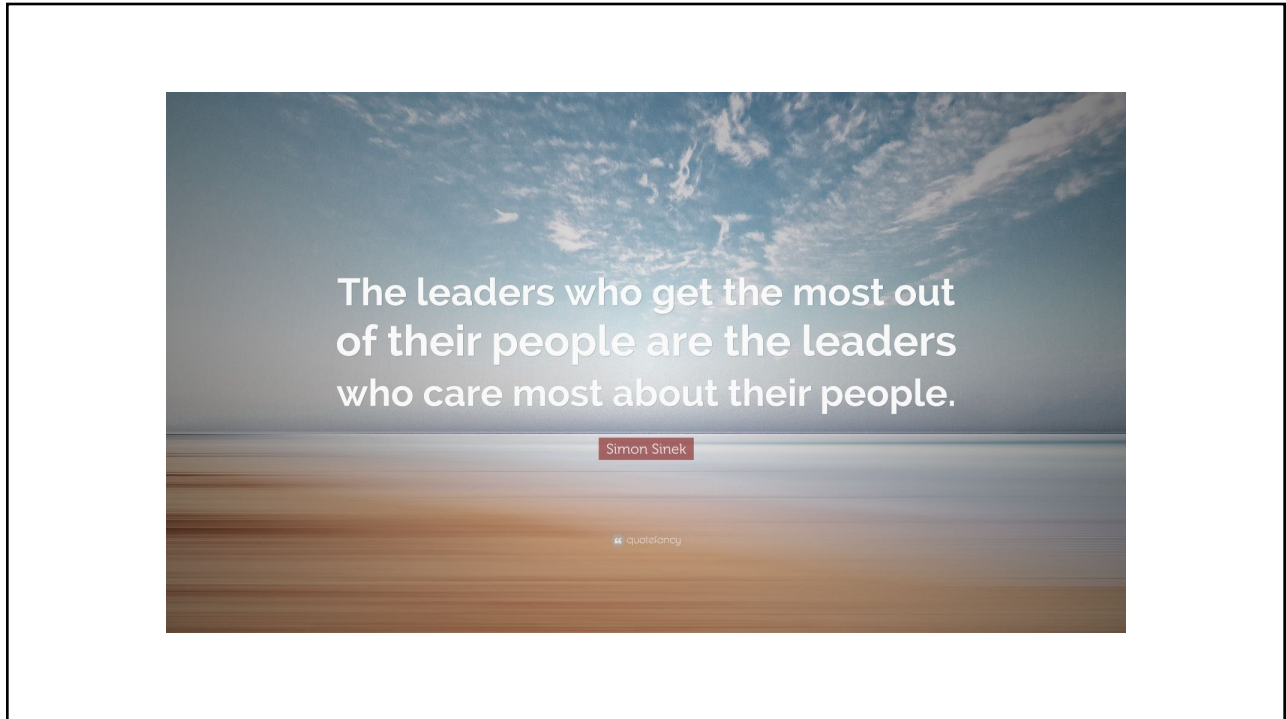
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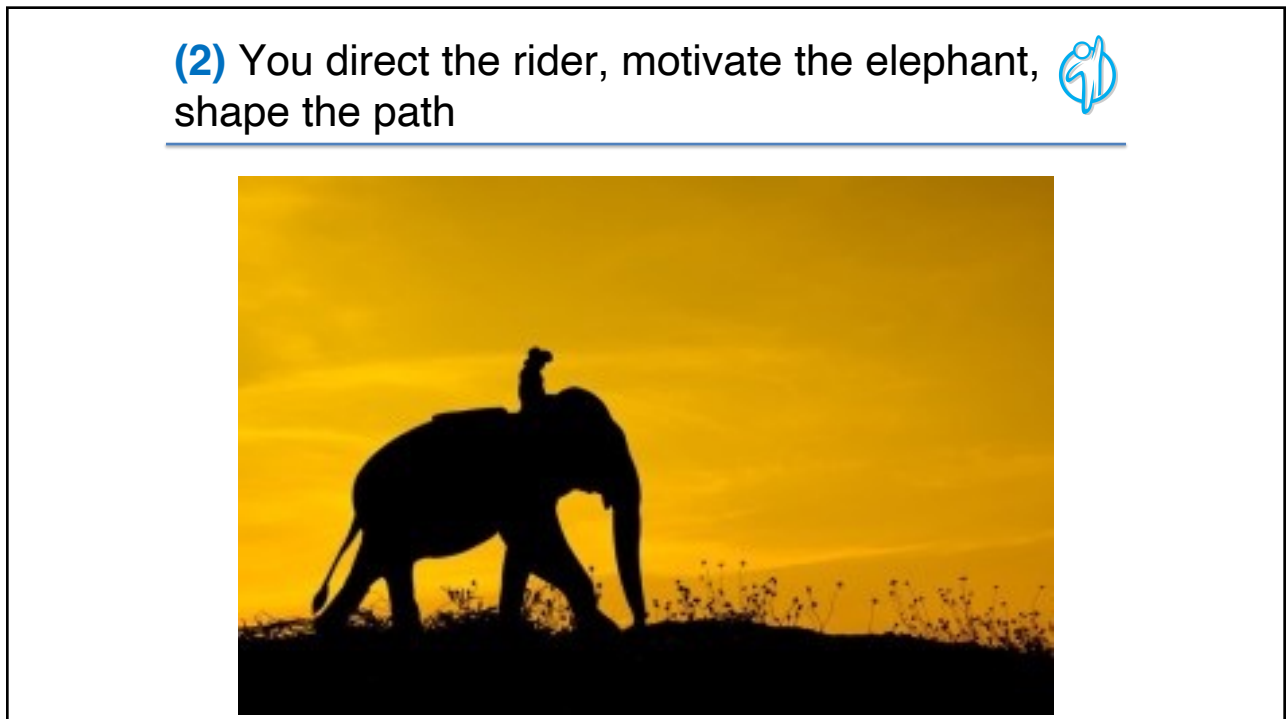
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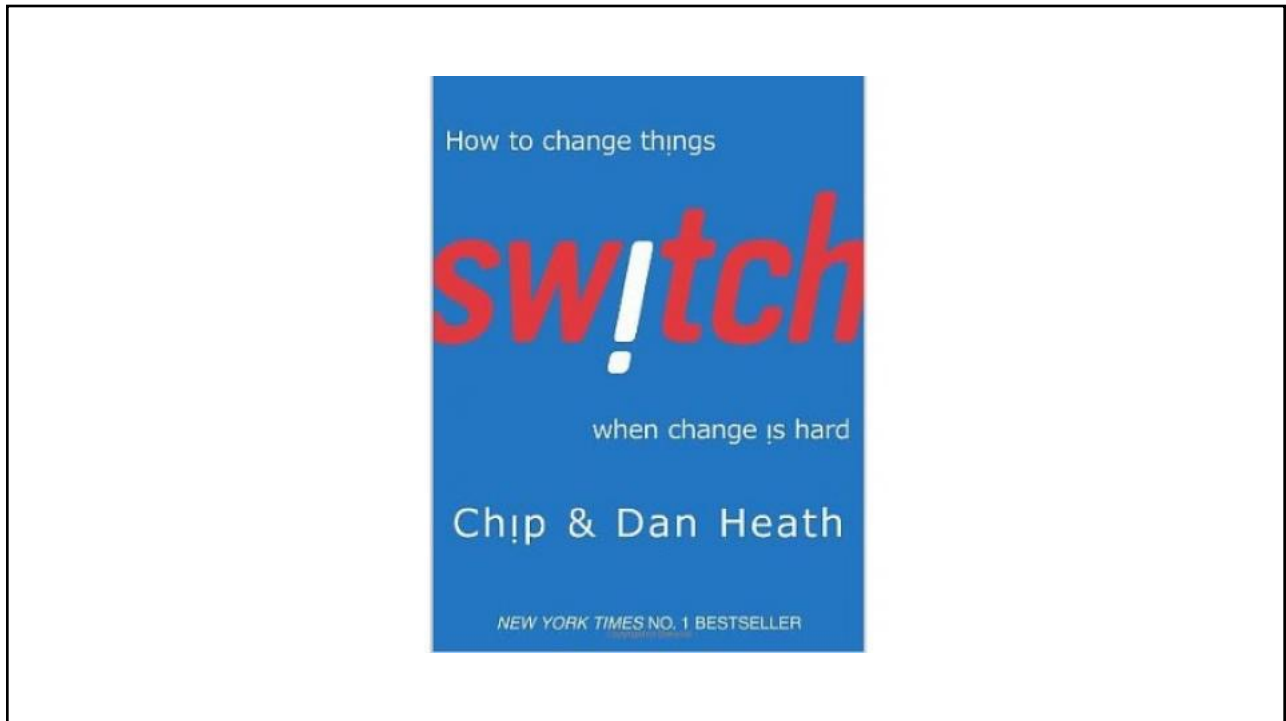
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## The elephant metaphor



Direct the Rider

Motivate the Elephant

Shape the Path

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## Examples: Rider / Elephant / Path

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- Script the critical moves



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## Decision paralysis

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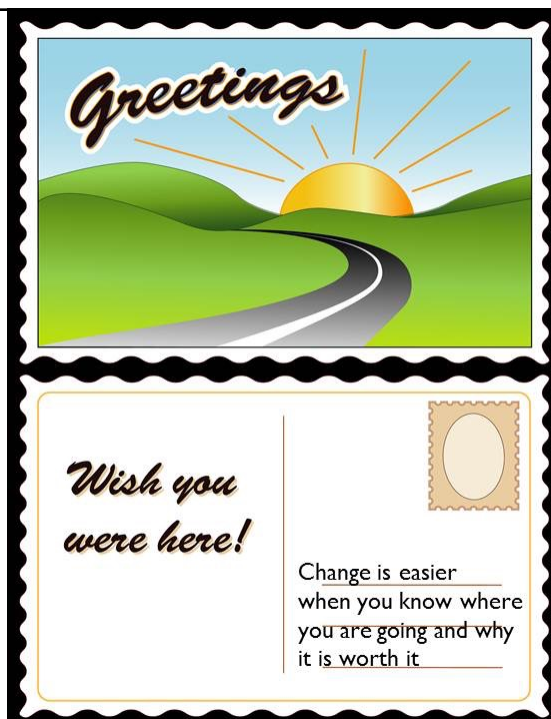
## Examples: Rider / Elephant / Path



- Script the critical moves
- Point to the destination



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### Destination postcards:

Shows the Rider where you are headed and the Elephant why the journey is worthwhile

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## Examples: Rider / Elephant / Path



- Script the critical moves
- Point to the destination
- Find the feeling



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## Examples: Rider / Elephant / Path



- Script the critical moves
- Point to the destination
- Find the feeling
- Shrink the change



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## Shrink the change: Car wash story



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## Examples: Rider / Elephant / Path



- Script the critical moves
- Point to the destination
- Find the feeling
- Shrink the change
- Tweak the environment



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What looks like a people problem is often a situation problem



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## Examples: Rider / Elephant / Path



- Script the critical moves
- Point to the destination
- Find the feeling
- Shrink the change
- Tweak the environment



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## Being a change leader means.....



- You are focused on the people
- You direct the rider, motivate the elephant, shape the path



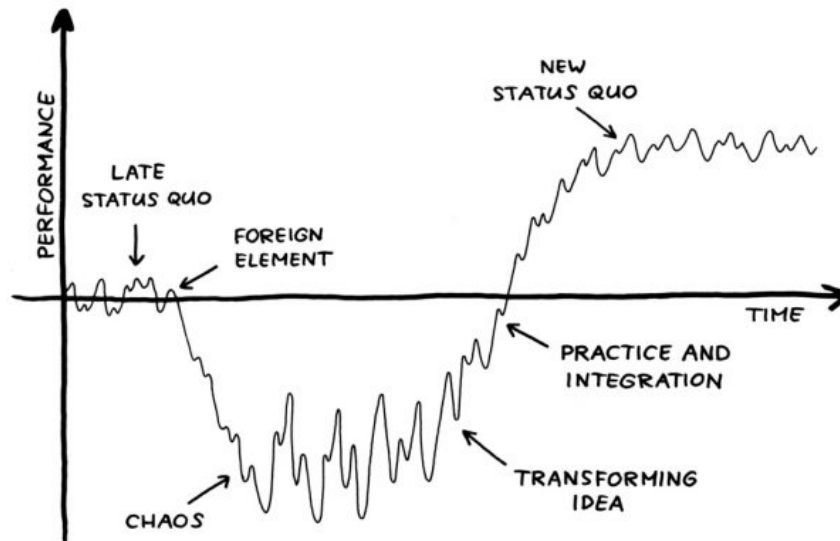
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(3) You understand that chaos is not failure



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Satir change model



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## Being a change leader means.....



- You are focused on the people
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- You understand that chaos is not failure



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## Let's Change How Your Team Adapts to Change



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