



All buttons pushed.
Communicating change.

Daniel Hendling
2022

HENDLING

The Change Model

- Consists of **three mental planning steps**: They are being investigated by yourself or within a planning team.
- **Target**: Create a plan, how to communicate a change and proactively reduce resistance (to take the wind out of the sails).
- **Strategy**: Consider „buttons“, that would be „pushed“ by the change (and its consequences) - and address them actively, ideally combined with ideas how to „un-push“ them (like „pulling them out“).
- The person initiating the change should know his/her **own buttons** that had been pushed (provoking the decision for the change) and understand, which buttons are being pushed during the change. This will ensure personal integrity and credibility. The same applies to the change manager.

The Change Model

PAINT
CRYSTAL-CLEAR
TARGET PICTURE

The more it hurts,
the better it has been painted.

ANALYZE
BUTTONS
TO PUSH

Un-push where it hurts,
push where it motivates.

DEFINE
STRATEGIES
TO ENABLE

Create ideas,
provide knowledge and tools.

Step 1

Paint a crystal-clear target picture.

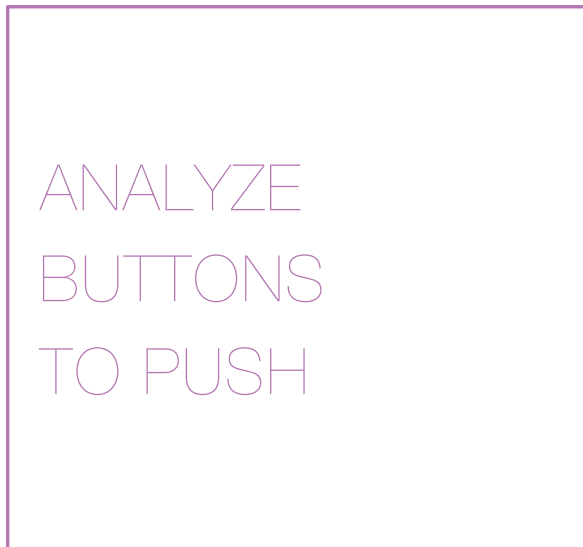


The more it hurts,
the better it has been painted.

- This is about **presenting the future state** – in a crystal-clear sense.
- What's behind „crystal clear“? **Distinct, sharp, specific, defined**, if possible **illustrated/visualized**, also by the means of a story
- It doesn't just show what will be there, but also what will have **gone (be lost, have died)**
- How determine if it's „crystal clear“? If I presented this picture as it is (1:1) to the people (e.g., to the works council), it would (should) immediately trigger **massive resistance**.
- The **extent of expected resistance** helps understand whether the picture has been painted sharp enough. If the picture leads to little resistance, this might mean that the change is **not massive (ok)** or that the picture is still **unclear (not ok)**.

Step 2

Analyze buttons to push.



Un-push where it hurts,
push where it motivates.

- This is about the **needs of the stakeholders**. Each change affects interests of stakeholders, and **behind each interest there are needs**. These needs can be understood like „buttons“, which are being „pushed“ (harmed) by the change.
- Important: Do not base your assumptions on **your own needs**. Here the spectrum of needs model helps understand, which buttons would or could be pushed (other people’s buttons, not mine).
- Ideally you find ideas to design the change in a way, so that the people’s buttons are **„pushed less“**, and/or how these „buttons“ (needs) could be satisfied in alternative ways
- In any case it’s helpful (if you don’t have ideas, or no time) to **explicitly address** the buttons pushed – this shows empathy and understanding.

Step 3

Define strategies to enable.



Create ideas,
provide knowledge and tools.

- Based on the assumption that you have overcome the resistance (buttons pushed/un-pushed), it's now about **enabling**: Helping people to move around, "live" in the new environment (in the target picture; see step 1)
- Which **knowledge**, which information do the people need to deal with circumstances of the new state?
- Which capabilities, technical functions, accesses, tools... do they need, what should they **able and capable** to do?

Specific approach

Change sponsors

Knowing individual needs

- The Change (or the reasons for the change) often has something to do with **one's own needs** – e.g., one's own buttons have been pushed, leading to the decision to initiate or implement the change.
- One's own, individual needs are **not equally important** (one's own buttons are differently sensitive) – a **profile of one's needs** can help know and better understand the importance of one's needs; this leads to **integrity** and makes the decision to initiate the change (by showing the needs and interests behind) comprehensible and plausible.
- This means: **Create a profile of your needs** and ask yourself "Which of my buttons are/have been pressed to decide to initiate the change"

<https://www.hendling.com/needs/>

Specific approach

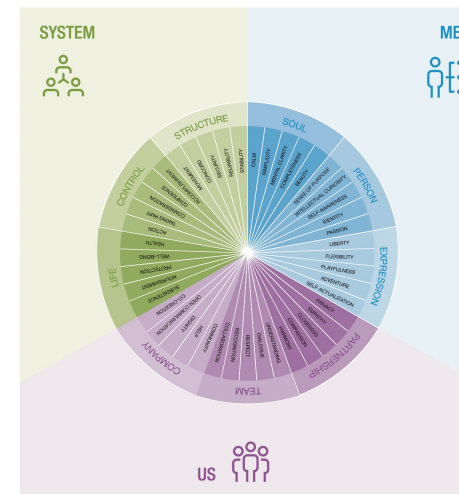
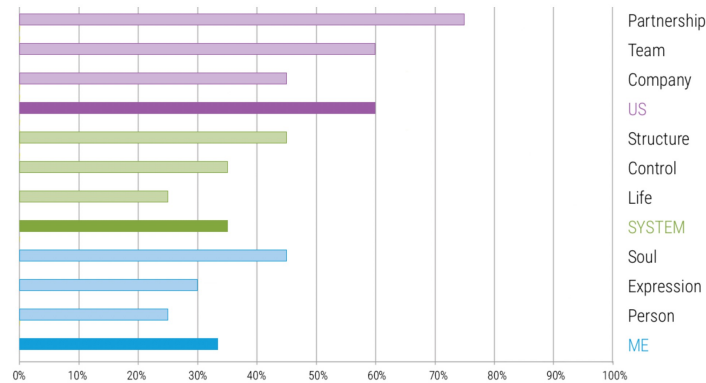
Change managers and agents

Knowing individual needs

- The change itself as well as the work included in one's role as a change manager or agent also touches **one's own needs**
- One's own, individual needs are **not equally important** (one's own buttons are differently sensitive) – a **profile of one's needs** can help know and better understand the importance of one's needs; this leads to **integrity and resilience** (especially with regards to conflict coming from resistance) and makes the course of action taken to implement the change comprehensible and plausible.
- This means: **Create a profile of your needs** and ask yourself "Which of my buttons would or could be pushed by the change or while fulfilling my role as change manager or agent"

<https://www.hendling.com/needs/>

Reflect on one's own needs.



- Which needs are **very important**?
- Which strategies, activities... have a **positive impact** on my needs? (especially the strong ones)
- Which buttons are **sensitive** (= strong, important needs)? **What pushes these buttons?**

Specific approach

Design the change communication & strategy considering the affected people's needs

- Target: All areas of needs are considered and "touched" **equally**
- This means: Investigate all areas of needs – **not just your own needs**
- All needs should be at least "**named**" (openly showing that they are valued and seen), ideally combined with specific measures

It is natural if this action feels unnatural: You are looking into something, that might matter to other people – but that is partially not very important for yourself.

This action can be difficult **if one's own buttons are currently pushed**. In this case it's harder to empathize with the other people's needs. The integrity battery is possibly not full enough.

Integrity battery



- Our energy to **make it through the day**
- As soon as buttons are pushed (by thoughts, situations or experiences) the energy from the battery is taken to **maintain our integrity***
- The battery holds our energy to provide ourselves and others with **intellectual understanding and compassion.**
- The weaker the battery gets, the more we **lose** our ability to listen, understand and have compassion for others.
- Is the battery drained we have **lost** our ability to take other's people perspective or to be compassionate with how they are feeling
- The battery is **charged** by concentrating and reflecting on one's own needs
- Every method of **affirmation** will also charge the battery

* To stay away from killing someone

Example

"For me it's important to work together like a **team**, having **all stakeholders** with us. To do this we need a certain way of working, **structure and order**. And we may not forget that each **individual** has his and her place, doing his and her job the way that **works best for each individual**."



This ambition might feel like **squaring the circle**. But even if you cannot fulfill this or another need: To show that you "see" it is already an important element.