

Driving Change: A Marketing Model

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Natural Human Impulses

- Judge
- Push

Natural Human Responses

- To being judged?
- To being pushed?

Manifestations of Power

- Command
- Control

Power is

“Asymmetric control over valued resources in social relations” – Magee & Galinsky, 2008

If You Had Power...

- We wouldn't be talking about this today

Powerless Persuaders

- Marketers!

Marketing Mindsets

- Understand
- Align

Agenda

1. The Goal
2. A Marketing Model of Driving Change
3. Strategies

The Goal

- Give you some approaches and tools to bring about change
- Enable you to work more effectively with people who are acting like obstacles

A Marketing Model of Change

Irony

- “I’ve been beating my head against a wall trying to get them to change for five years now.”

Why Do People Resist Change?

- We don't
- We resist losing control
- Unpredictability is an evolutionary risk
- When change brings uncertainty, we cling to the familiar

An Ocean of Unknowns

- Regulatory
- Legal
- Scope of required investment
- Cost of future abandonment
- Appropriate metrics
- Potential ROI
- Lost opportunity costs

The Funny Thing About Control

- It doesn't really exist
- We have it until we don't

Our Task

- To let go of control
- Stop judging
- Stop pushing
- Not about being “spiritual” or “good”
- About acknowledging reality

What's Required of Us?

1. Curiosity
2. Courage

Curiosity leads to Attunement

- Understand the other's position and interests
 - Dan Pink: Attunement not the same as emotional empathy
 - Attunement is cerebral, not emotional
 - ~~“What are they feeling?”~~
 - “What are they thinking?”
- Perspective-Taking

The E-Test

- Face a partner
- Snap the fingers of your dominant hand as quickly as you can 5 times
- Use your dominant hand to draw a capital E on your forehead

Let's Attune

- Career Capital
- Decision Fatigue

Career Capital

- Like any other kind of capital
- Can be hoarded or invested
- Always focused on ROI
- The more you have...
- The more conservative you become
- Except when your power also increases

Loss Aversion

“Finding \$100 feels pretty good, whereas losing \$100 is absolutely miserable.” – Dan Ariely

Loss Aversion Experiment

- Apple Store new release
- Scalp new one: \$1218 over retail price
- Buy from a scalper: \$97 over retail price
- Source: *Change Anything*, by Grenny et al.

What are the feared career losses?

- Look incompetent (unfamiliar)
- Lose power to another division
 - Funding
 - Credibility
 - Credit
 - Influence
- Deep regulatory hot water
- Public humiliation within a chatty, close-knit community (become a cautionary tale)

Decision Fatigue

- Obama's suits

How does Digital Marketing Contribute to Decision Fatigue?

- So many uncertainties
- Unfamiliar media
- Rapidly changing landscape
 - Pinterest
 - Instagram
 - Vine
 - Mobli
 - ???

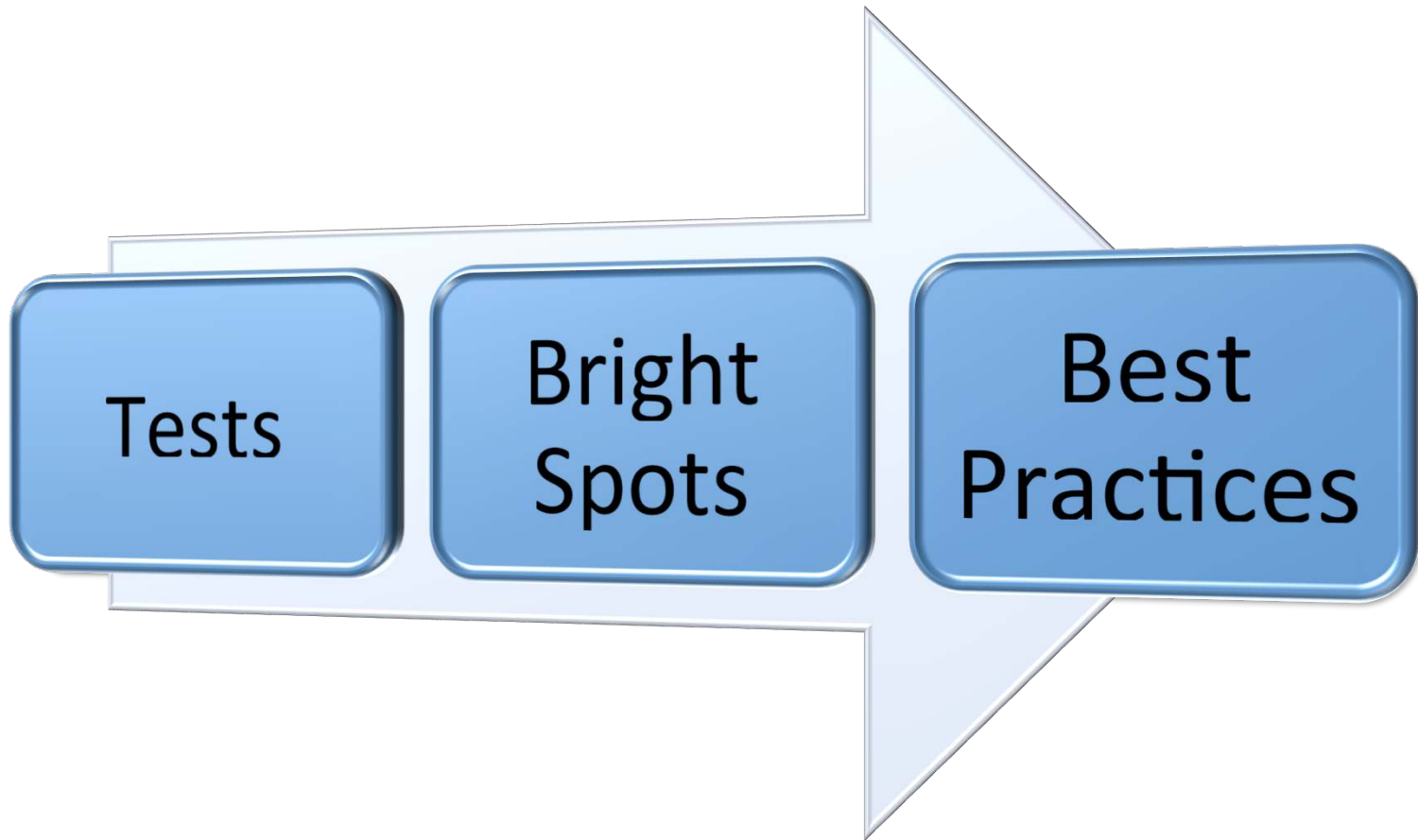
Solution: Reduce Risk

- Low investment of career capital
- Deferred decisions
- Yoda was wrong:
- There is “TRY”

“Try” = Tiny Tests

- Low risk
 - Low resource
 - Low profile
- Quick turnaround
 - Fast failure
 - Appreciative Inquiry
- No commitment

Why?



Tiny Tests Mindset

- From convinced to curious
- Give up control to explore possibility

Digital Marketing

- Perfectly suited to tiny tests
- Inexpensive
- Reversible
- Measurable
- Easily expandable

Tiny Test Example

- Global Healthcare Company
- Spending millions of \$\$ on brand advertising for a particular product line
- Wondered which messages would resonate best with consumers
- Impossible to test in normal media channels
- Hired my marketing agency to test messages via AdWords

AdWords Test

	<input type="checkbox"/> Campaign paused	88	65,499	0.13%	\$5.06	\$445.17
	<input type="checkbox"/> Campaign paused	25	20,480	0.12%	\$4.99	\$124.65
	<input type="checkbox"/> Campaign paused	26	21,907	0.12%	\$5.57	\$144.93
	<input type="checkbox"/> Campaign paused	3	4,545	0.07%	\$4.57	\$13.72
	<input type="checkbox"/> Campaign paused	4	7,603	0.05%	\$4.73	\$18.91
	<input type="checkbox"/> Campaign paused	5	9,693	0.05%	\$4.80	\$23.98

Key Numbers

- Number of days: 14
- Number of clicks: 184
- Average cost per click: \$5.13
- Total cost: \$943.66

Other Digital Tiny Tests?

- Micro-site
- Facebook page
- Etc.

Tiny Test Litmus Test

- “What’s the smallest thing we can try to get some useful data here?”
- Aim Tiny!

Tripwires

- Vs “boiled frog” situations
- Agreed upon in advance
- Takes the pressure out of escalation
- About collaboration, not blame

Discussion Keys

- Temporary
- Reversible
- “I wonder if...”
- Trip Wires

Courage

- Willingness to be uncomfortable now
- Willingness to take a risk now

Short-Term Emotion

- Enemy of good decisions

“Kill the Monster When It’s Small”

- Minimize future risk
- Minimize future discomfort
- Investment in your core priorities

Yellow Lights

External Yellow Light Examples

- “OK, but...” – nominal buy-in with reservations
- Silo and Turf battles
- Runarounds
- Deferred decisions
- Cancelled meetings
- Decisions made without you

“Crystal Ball” Yellow Lights

- Additional elements
- More complexity
- Increased risk
- Further investment
- Possible problems

Why Slow Down For Yellow Lights?

- Trust – “damaging admission”
- Yellow lights do turn red
- Model that behavior for others
 - Name it, tame it
 - Vs saying nothing and sabotaging later
- They may have some good points
- Clues to what really matters (career capital investment strategies)

Reasons or Excuses?

- Regulatory uncertainty
- Legal uncertainty
- Unclear scope of investment
- Uncertain outcome

Yellow Light Internal Process

- Key Skill – listen to your own intuition
 - “Something’s missing for me here”
 - “Uh-oh”
 - “What’s wrong?”
- Sometimes a thought, often a bodily sensation
 - “Gut reaction”
 - Trust it and inquire
- Planned Tripwire: “Say something if you’re worried or uncomfortable”

3-Step Process

1. Notice and recognize
2. Address in a confident and sincere way
3. Discuss and resolve (until they turn “green” or “red”)

Sample Phrases

- Can we back up for a moment?
- I think we may have a problem here.
- I'm not sure I understand.
- What's important to you about that?
- Can we discuss that in more detail?
- I'm not clear about your specific needs; can I ask you about that?

Two Additional Courage Techniques

1. 10 / 10 / 10 (Suzy Welch)
2. Advise your best friend

10 / 10 / 10

- How will you feel about this decision
 - 10 minutes from now?
 - 10 months from now?
 - 10 years from now?
- Levels the emotional playing field
- Shines spotlight on the long term

Advise Your Best Friend

- “What would I advise my best friend to do in this situation?”
- Gain perspective
- Which job would you choose?
 - 66% vs 83%

Summary

- Act like a marketer
 - Curiosity
 - Attunement
 - Alignment
- Tiny Tests
 - Reduce career capital risk
 - Eliminate the need for another decision now
- Courage
 - Yellow Lights
 - Two “perspective” techniques

Thank You

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