MASTERING The ART of CHANGE

4 clicks to bring out the best in yourself and your people!

with Dr. Rick Kirschner

Program Highlights:

- Art + Change = Progress
- Mindset Click
- Communication Click
- Influence Click
- Group Click

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The MINDSET Click

WHAT IS CHANGE?
A transition from one state to the next. A condition of uncertainty. The experience of discomfort and doubt. Opportunity riding a dangerous wind.

*It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.*

-Charles Darwin

WHAT IS ART?
The creative application of skills and imagination
Apply art to change and you get progress.

That’s where skills come in. Skills that help you connect, relate and communicate your ideas. Skills that help you bring people together and keep them together. These are skills for life, because once you’ve got them, they’re yours.

NATURE OF SANITY:
Everybody gets to be right. What do you want to be right about? There are two kinds of assumptions: Limiting and Useful.

**LIMITING ASSUMPTIONS:**
Tie you up, hold you back, trap you into self defeating counterproductive behavior. The result? You get to be right, and nothing changes.

**USEFUL ASSUMPTIONS:**
If you have to assume something, assume something useful!

People Have Positive Intent:
People do what they do for a reason.

People Are Predictable:
Observe someone in a particular context, and you can identify predictable behaviors.

Predict It, Plan For It
If you know it’s coming, develop a strategy that takes the predictable into account!

All of us smarter than any of us
It’s called synergy. The person who knows how to click taps into it to draw people in, and keep them together.
The COMMUNICATION Click

The Basic Rule In Communication: No one cooperates with anyone who seems to be against them. Said another way, people cooperate when they perceive someone as on their side. BLENDING, reducing differences and sending signals of similarity, is how we let people know we are with them, not against them. And listening is one of the most powerful forms of blending.

Five Great Reasons To Listen Well
• People want to be heard and understood.
• People love to hear themselves talk.
• People are drawn to people who listen.
• Most people don’t know what they are talking about unless asked.
• Information is power.

Definitions:
• Surface Structure: Conscious. What someone says.
• Deep Structure: Subconscious. Thoughts behind the words.

Basic Listening Rule:
Listen to Go Deep!

How to listen to go deep:
• Look and sound like you completely understand
• Verbal Backtracking: Repeat back keywords from what the person said
• The time to look confused is when you are asking questions.
  ***Key Idea: Always backtrack before asking a question

Simple ways to go deep:
• Don’t know what to ask? Say, “Tell me more.”
• Doesn’t make sense? Ask, “What does that have to do with this?”

When to listen:
• When you seek to persuade
• When dealing with criticism
• When you think someone is lying
• When it’s a bad idea
The INFLUENCE Click

MOTIVATION = Direction of motive, either towards (desire) or away (fear).
A person’s motivations should guide what you say.

THE KIRSCHNER MODEL OF HUMAN MOTIVATION

<table>
<thead>
<tr>
<th>MOTIVE</th>
<th>Towards/Away</th>
<th>Notes</th>
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<tbody>
<tr>
<td>VALUES</td>
<td>Right / Wrong</td>
<td>Values are intensely personal.</td>
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<tr>
<td>REWARD</td>
<td>Win/Lose</td>
<td>Rewards can be intrinsic or extrinsic.</td>
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<tr>
<td>CHALLENGE</td>
<td>Success/Failure</td>
<td>Passion, preparation and perseverance</td>
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<tr>
<td>ESTEEM</td>
<td>Worth/Worthless</td>
<td>To increase or gain prestige, influence</td>
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<tr>
<td>PURPOSE</td>
<td>Fulfillment/Emptiness</td>
<td>The BIG REASONS WHY</td>
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<tr>
<td>OTHER</td>
<td>Pleasure/Pain</td>
<td>The biological basis for all motivation?</td>
</tr>
</tbody>
</table>

Key Ideas
Fear is the dark side of motivation. It often accompanies and clarifies motivation.
Fear is a powerful short term motivator. Too much and it stops working.
Desire is a powerful long term motivator, because it sustains itself.
The most highly motivated people have both.
The GROUP CLICK

What do you get when you combine leadership and healthy relationship? You get teamship!
That's the group click where a number of people find common cause, join forces and pool their
resources for the sake of a positive result.

Teamship isn’t about being friendly. It’s about developing a sense that whatever we’re doing
together belongs to us together. We are each stakeholders in each other’s choices and results.

Bringing people together and holding them
together can be incredibly challenging in these
cynical times. And these are cynical times.
When you think about all the change you’ve
witnessed or been promised in your lifetime,
most of it didn’t turn out the way you were told
it would. And when a positive change is the
promise, but everything remains the same or
gets worse, the way you counter the cynicism is
to call attention to mixed messages and bad
habits, then surface and unleash the desire to
contribute to something greater than ourselves.

And here’s the good news: For the vast
majority of people, the desire to contribute
and make a difference is encoded in our
DNA.

Have you ever noticed that, whenever there
is a crisis, the best in people tends to show
up to deal with it, regardless of the divisions
that existed before the crisis? People
become spontaneously cooperative! But do
we need to create artificial crises or
exaggerate real ones in order to bring people
together? Absolutely not.

There is a better way, and it begins to unfold when leadership recognizes it’s primary job is to
destroy walls and build bridges. When you eliminate the obstacle course that keeps people
from doing what they know needs to get done, when you get rid of stuff that makes people
grind their teeth, when you connect people to resources and resources to people, you weave
the fabric of group connection.
It's good to keep your perspective and take distractions and disruptions in stride. And it's good to help others to do this as well. How?

With a strong focus of attention kept in front of the people involved in working with you. People need to know the answers to three questions: What are we doing? Why are we doing it? Why does it matter? When people lose focus on the answers to these questions, minds wander and groups fall apart.

And people do get distracted by all that's going on and all that's required of them. And they will feel the burden of helplessness or, worse, irrelevance, unless they get the bigger picture.

To keep the light on and the darkness at bay, you must become brilliant at three things:
1. Show respect
2. Give recognition

But what really brings a group together is having a clear example to follow. And if you make it your mission to be wise and set a great example, (S.A.G.E.) all anyone has to do is look to you to understand just what they are doing, why they are doing it, and why it matters.

Setting a great example requires integrity, where your words match your deeds and your habits match your values. The future may one day depend on your integrity. That's why I encourage you to master the art of change. (Practice makes perfect!)
FREE RESOURCES

Main Site and Blog:  TheArtofChange.com

18 Issue Complimentary Enews - TheArtofChange.com

BOOKS by Dr. Rick Kirschner (available in bulk or by individual copy):

How To Click With People

The Secret To Better Relationships In Business And In Life

Insider's Guidebook To The Art Of Persuasion

Use Your Influence To Change Your World

Dealing With People You Can’t Stand:

How To Bring Out The Best in People At Their Worst

Life By Design: Making Wise Choices In A Mixed Up World

EBOOKS by Dr. Rick Kirschner (available on our website)

How To Click With People  http://howtoclickwithpeople.com

Insider’s Guidebook To The Art Of Persuasion

Insider’s Playbook

Dealing With Relatives

Life By Design

Love Thy Customer

AUDIO by Dr. Rick Kirschner

Digital Download  Insider’s Guide To The Art Of Persuasion

6 1/2 hours of persuasion training in 32 tracks, mp3 format

COACHING with Dr. K

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