

How to disrupt a leaders beliefs

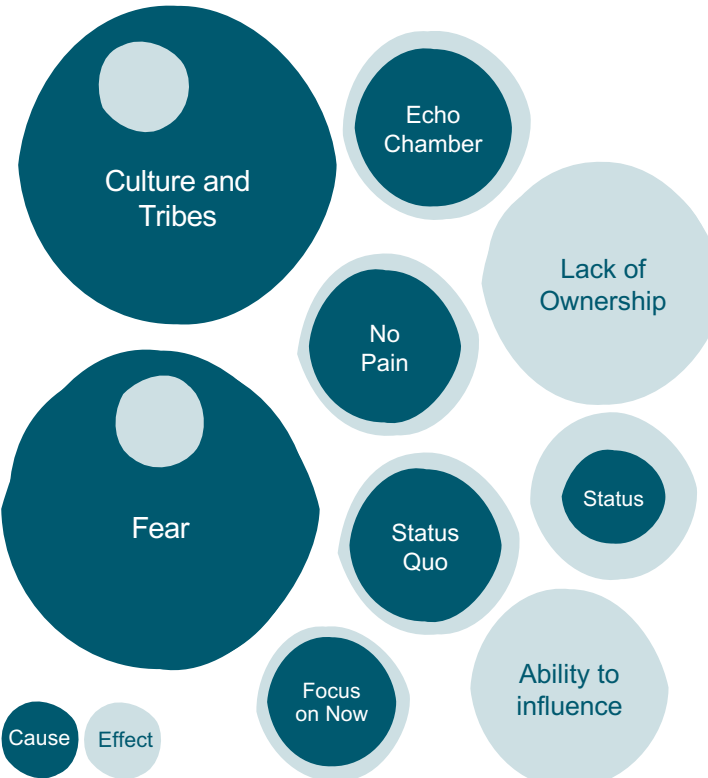
All roads lead to leadership, the #1 driver of organisational change. If leaders do the same things, they will get the same outcomes, which led us to a conversation about how we can nudge those beliefs to get a different outcome for our changes.

Why, Why, Why

Why do leaders have the beliefs what they do, what causes them to make the choices that they make?

We looked at the **cause and effect** behind the barriers to identify the biggest drivers of leaders beliefs

Unsurprisingly, the **culture and tribal dynamics**; the socially acceptable behaviours, is one of the biggest drivers. We stick to what is expected of us and how we have always done things



Fear, as a barrier shows up in many different ways; fear of failure, fear of being let down and trusting others, fear of rocking the boat, fear of challenging their bosses, fear of trying something different, taking a risk.

A lack of **consequences** (no pain) means there is little incentive to act, it is easier to stick to the **status quo** and **focus on now**.

Expectations are low as is the sense of **ownership**. Change belongs to someone else, right?

Worryingly there is often an **echo chamber** that surrounds leaders, where few will give bad news or suggest their beliefs may not be serving them well.

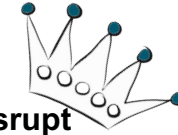
Digging deeper underneath the **ability to influence** highlights a capability gap in creating the relationships and trust to influence others.

Whether influence is the ability to explain what is needed, or recognises the silos that exist in many organisations.

Many factors touch on **status**, the what is in it for me (WIIFM), or **ego** an overconfidence in my own beliefs, as a leader.

We naturally look for confirming data.

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Tactics to disrupt

We identified eight tactics to **understand** and **disrupt** leaders beliefs

- 1 Empathy:** Ask questions, listen, understand the beliefs a leader holds. Be interested, not interesting. Give the space to listen
- 2 Trusted Advisor:** Build the relationship, trust and credibility to act as an advisor, an honest broker, inside the echo chamber
- 3 Make it easy:** Leaders are under pressure, make it easy to understand what is required of them
- 4 Evidence based:** Use facts and evidence to highlight disconnects, or where beliefs and assumptions may need reframing.
- 5 Consequences:** Bring the consequences of their (in) action to life, make them overt.
- 6 Confidence:** Build confidence with small actionable steps, help the leader feel in control and capable. Build influencing skills and offer positive feedback.
- 7 Social Proof:** Use feedback to connect the leader to the front line teams and their peers.
- 8 WIIFM:** Know their why, why this is good for them, show how success enhances their status or ego.

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