



Office Hours



Welcome to Office Hours

- A relaxed, informal mentoring program
- Held every Monday at Noon Pacific Time
- All recordings, slides, and exercises are archived in our member's area
- All recordings are available on my YouTube channel:

www.YouTube.com/users/PaulHoyt



The Reasons

- Being a successful small business owner can be a great experience!
- But it's tough - you need Education, Training, Tools, and Team to be successful
- I want you to get to know me



The Reasons

- First and most importantly, I **care** about you.
- I want you to **succeed** in every area of your life, whatever that means to you.
- I want you to find the **greatness**, the **happiness**, the **divinity** within yourself, and then **remember** it, **embrace** it, and **live** it every day.



My Vision...

... To help millions of CEOs and Entrepreneurs accelerate their business growth and enjoy greater harmony and balance in their lives



Office Hours Agenda

- In depth discussion of a business success principle
- Closing remarks, special offers, and invitation for next weeks session
- Open Q&A



Join Us!

- Facebook Brilliant Business Group
- <https://www.facebook.com/groups/BrilliantBusiness/>
- Make comments, ask questions, share insights and “takeaways”
- “Like” my business page on Facebook
- I am Posting Energy of the Day and Business Lesson of the Day to the group
- New! **LinkedIn Brilliant Business Group, too!**



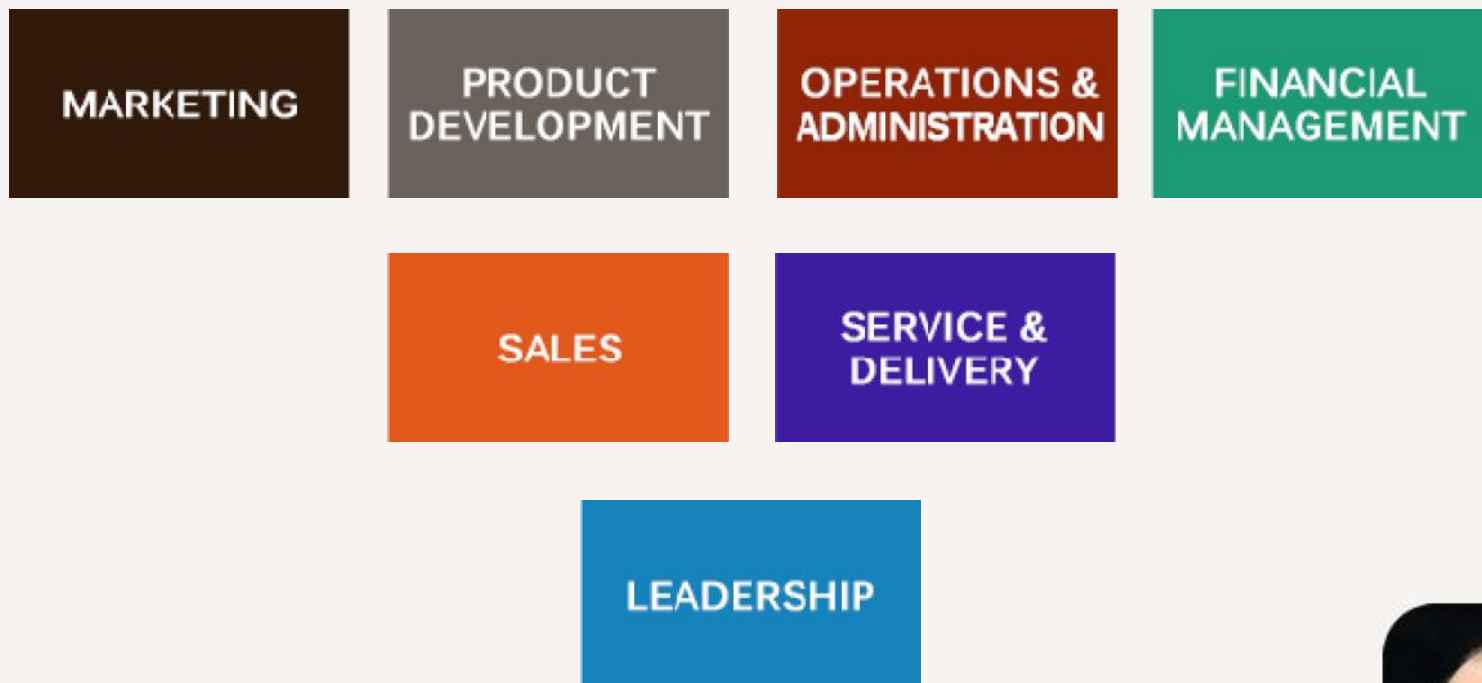
Today's Topic:

Switch: How to Change Things When Change is Hard

By Chip and Dan Heath (2011)



The Key Performance Areas



The Key Performance Areas



Agenda

- The Authors
- The Rider and the Elephant
- Three Steps to Implementing Change
- Example
- The Bottom Line



The Authors

- Chip Heath: PhD Psychology and professor at Stanford
- Dan Heath, professor at Duke University
- Two other bestselling books:
 - Made to Stick: Why some ideas survive and others die (2007)
 - Decisive: How to make better choices in life and work (2013)
- Both are columnists for Fast Company magazine



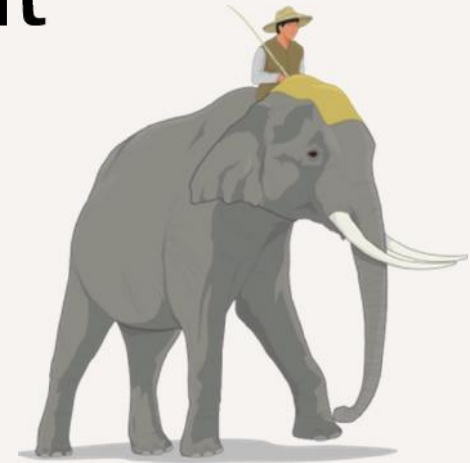
The Rider and the Elephant

- Concept from “The Happiness Hypothesis: Finding Modern Truth in Ancient Wisdom” by Jonathan Haidt



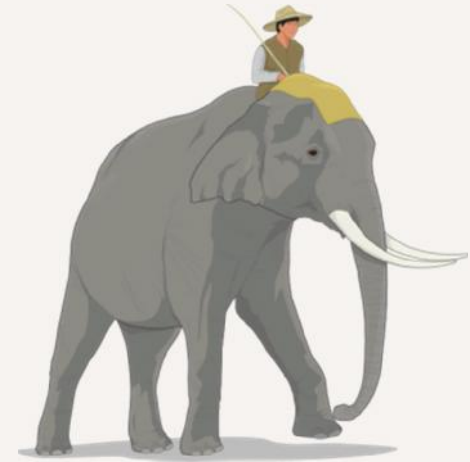
The Rider and the Elephant

- The Rider:
The rational, analytical mind
- The Elephant:
The emotional, habitual mind
- Changes fail because the rider can't control the elephant!
- Very useful to think of yourself and other people as two different people who need to be in sync before anything gets changed



The Rider and The Elephant

Rider	Elephant
Rational	Emotional
Conscious	Subconscious
Decision Maker	Implementer
Tires Easily	Much Stronger
Head	Heart
Thoughts	Feelings
Creative	Plodding
Little Emotion	Easily Frightened
Self-motivated	Need Encouragement
Wants to Change	Resistant to Change
Creative	Conservative



Three Steps to Implementing Change

- Direct the Rider
- Motivate the Elephant
- Shape the Path for Both



Direct the Rider

- Point to the destination
 - Ambiguity is the enemy of control
- Script the critical moves
 - Don't let them think too much for themselves
- Find the bright spots – point to progress and celebrate the small victories along the way



Direct the Rider

- Recognize that the Rider tires easily
 - Self control and willpower can be in very short supply
 - They are exhaustible resources
 - The more stress, the less energy there is available for change



Motivate the Elephant

- Appeal to the emotions
 - Communicate with feelings
- Shrink the change
 - Little steps are not as frightening
- Establish a growth mindset
 - Expect setbacks and ups and downs
- Inspire courage
 - Help them feel strong and believe in themselves



Shape the Path for Both

- Tweak the environment
 - Many problems are situational problems, not people problems
 - Make it obvious what to do
- Build habits
 - Focus on repetition and momentum
- Rally the herd
 - Focus on social proof



To Effect Change

- NOT:
 - Analyze
 - Think
 - Change
- But rather
 - See
 - Feel
 - Change



Example Script

- We see a very bright future! We have thought this through, and here's exactly what we are going to do together...
- We have already made amazing progress
- The next steps will be very easy
- You can expect some small changes over the next few weeks, but you'll get all training and support you need to be successful



Example Script

- We expect to mess up a little every now and then, but together, we will persevere and we will succeed!
- We are all going to feel fantastic when we get there, and we are going to have a lot of fun along the way!
- So let's go!



Example Script

- We see a very bright future! We have thought this through, and here's exactly what we are going to do together...
 - “Seeing” the future
 - Expressing joyful optimism
- We have already made amazing progress
 - Because progress is much easier than starting
 - The “next steps” are far easier than the “first steps”



Example Script

- The next steps will be very easy
 - Because the Elephant is easily frightened and afraid of large changes
- You can expect some small changes over the next few weeks, but you'll get all training and support you need to be successful
 - Reassuring them that the changes will be simple and they will be supported



Example Script

- We expect to mess up a little every now and then, but together, we will persevere and we will succeed!
 - So they don't get freaked out when something is tough or doesn't go as expected
 - So they don't feel alone



Example Script

- We are all going to feel fantastic when we get there, and we are going to have a lot of fun along the way!
 - Again, appealing to the emotions
- So let's go!
 - Giving a clear direction



The Bottom Line

- Think about yourself and everyone you work with as being the rider and the elephant:
 - the creative / rational mind
 - emotional / habitual mind
- Use clear direction and logic to control the rider
- Use feelings and reassurance to motivate the elephant



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Homework / Exercises

- Get “Shift” and read it for yourself
- Practice seeing yourself and others as the Rider and the Elephant
- Practice speaking to both parts of the mind
- Get coaching and support to accelerate your growth and progress



Open Q & A – in a minute

- Comments and questions on the topic of the day
- Any other issues
- Tell me what your biggest “take-aways” are and what insights you gained from this presentation
- Tell me what you are going to focus on



My Distinctions

- I focus on the “**whole person**”
- I don’t want a lot of your money. I just want you to get the support you **want**, **need**, can **use**, and can **afford**
- I want you to **learn to swim** before you jump into the deep end
- I believe that Belief and Persistence are necessary, but not sufficient – you also need a **viable business model** and **a lot of support**



Our Support Services

- Education
- Training
- Consulting
- Coaching
- Growth Management
 - A “Do it With You” service!



Our Support Services

Service	Teach You	Do It With You	Do it For You
Education	X		
Training	X		
Coaching	X		
Advising / Mentoring	X	X	
Consulting		X	X
Growth Management		X	X



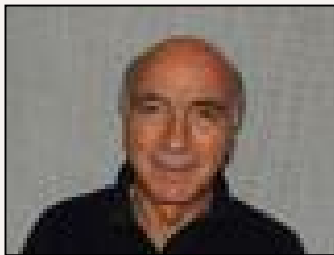
Sign up for our Business Growth Acceleration Kit

- www.PaulHoyt.com/CEOBonus
- “Five Choices of Winning CEOs”
- Article on “10 Things You Should Know about Raising Capital”
- Samples of inspirational works
- Free Business Clarity Session
- Surprise bonuses
- The value is enormous!



Purchase My CEO Training Program

- www.BeyondBusinessSurvival.com
- “What You Need to Know When You’re the CEO!”
- “This program is worth at list 20 times more than the current price. I finally understood what I need to do to succeed.”



Nick Catricala



Next Office Hours: Dec. 15th

- Skipping a week!
- Topic is: **TBD**
- Let me know what topics you would like for me to address: www.PaulsSurvey.com
- Do your homework!



Open Q & A

- Comments & questions on the topic of the day
- Any other issues
- Your take-aways and insights
- Survey: www.PaulsSurvey.com

Contact Me at paul@paulhoyt.com

call or text: 415.997.8001

www.SchedulePaul.com





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