



# 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](http://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!



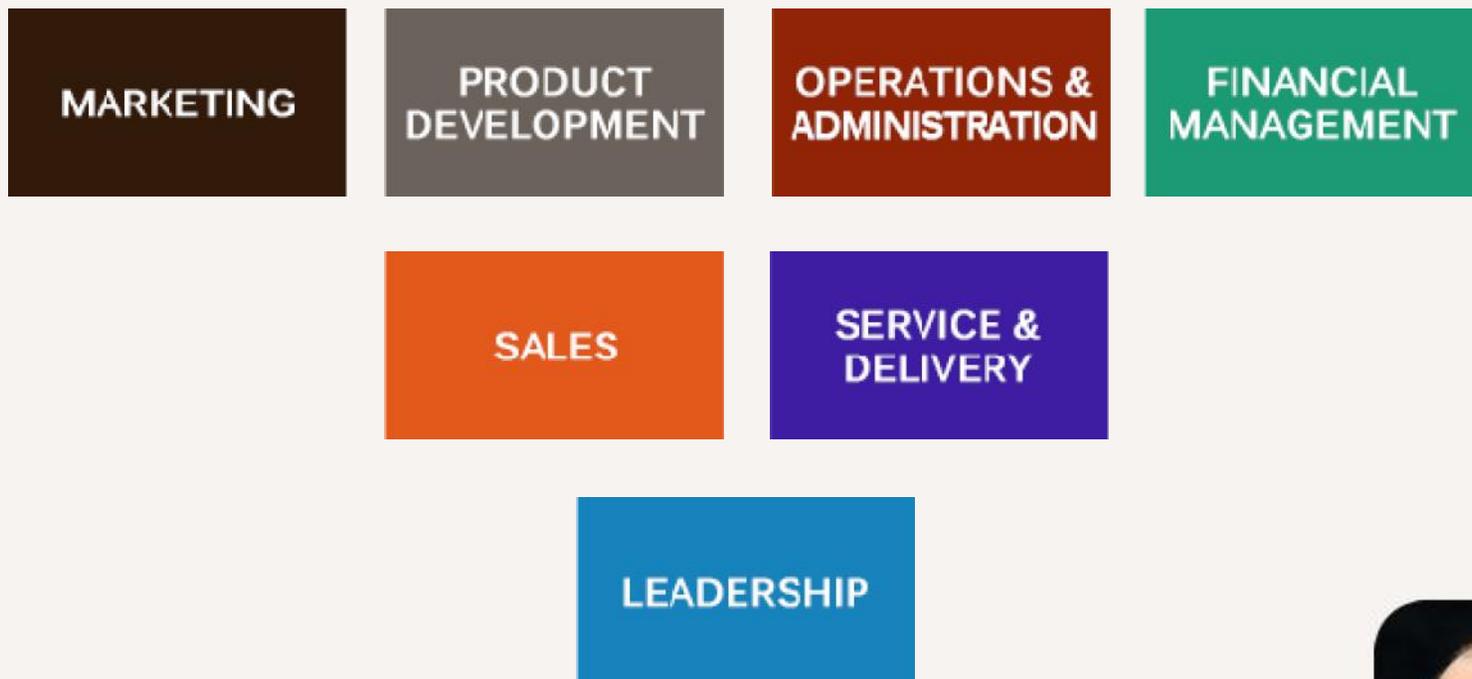
# Today's Topic:

## 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



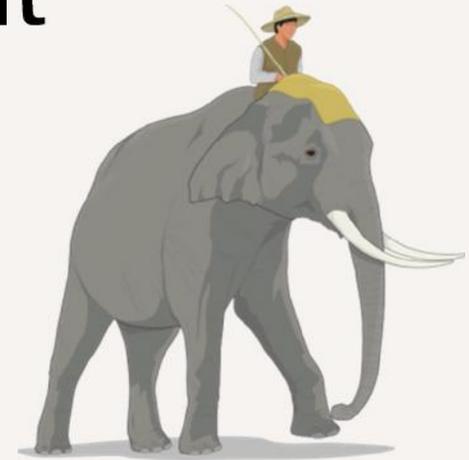
# The Rider and the Elephant

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



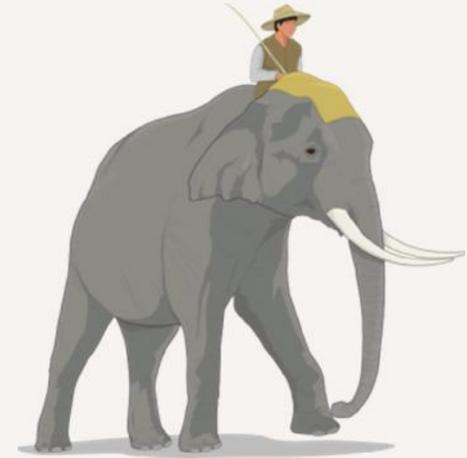
# The Rider and the Elephant

- 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



# Agenda

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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             |



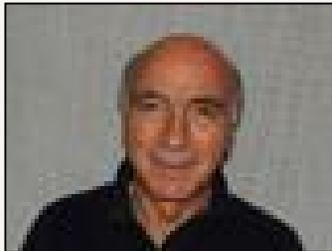
# Sign up for our Business Growth Acceleration Kit

- [www.PaulHoyt.com/CEOBonus](http://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](http://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](http://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](http://www.PaulsSurvey.com)

Contact Me at [paul@paulhoyt.com](mailto:paul@paulhoyt.com)

call or text: 415.997.8001

[www.SchedulePaul.com](http://www.SchedulePaul.com)





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