

Leading Sustainable Change

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Creating change is as easy as writing your
name...

Self control and practicing new behaviours **over time** is
essential to develop new skills or change old habits





Sustainable change and the psychology of self control

The Rider

Long-term goals

Rational, cool, cognitive

Holds the reins and seems to be the leader

Knows what we SHOULD do:
(Improvement, Salads)



The Elephant

Immediate rewards

Emotional, visceral, hot

Much larger and more powerful

Motivated by what we want:
(Comfortable routines, Ice cream)

Kids and Marshmallows

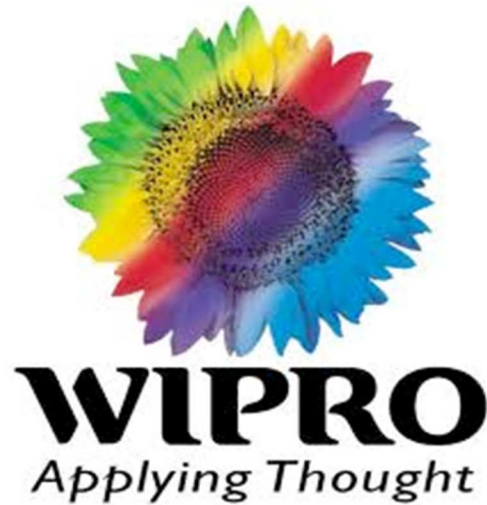
Making Change Sticky

- Find ways to allow people to own change
- Personalize the change and bring emotions in
- Increase purpose using people affected by the work



The Rider and the Elephant at Whirlpool

Reducing quitting and increasing customer satisfaction at WiPro



Participants and conditions

Randomly assigned incoming batches of agents into three groups:

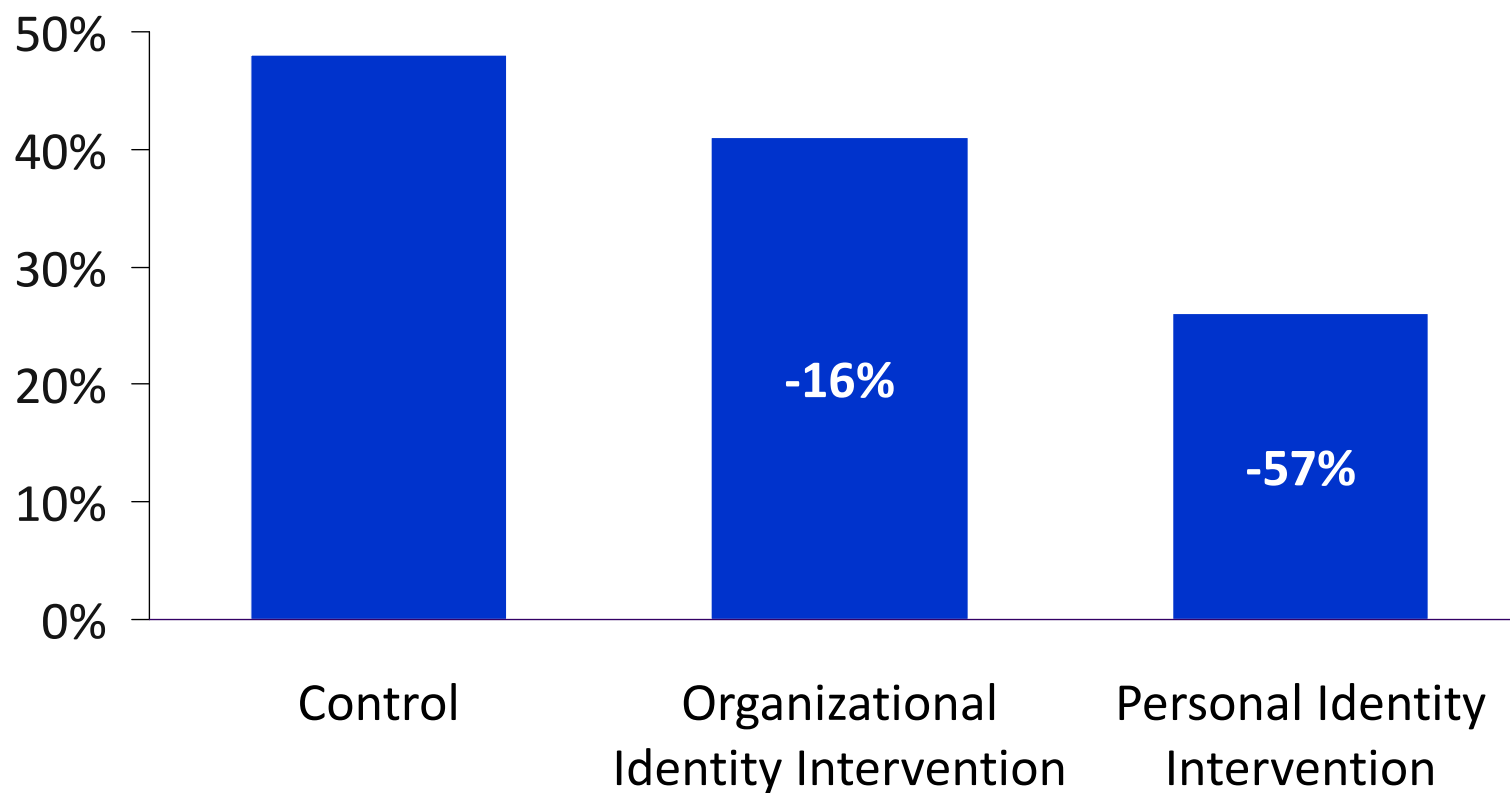
1. Control group (Wipro's traditional job focused process)
2. Organizational identity
3. Personal identity

Outcome measures 6 months later:



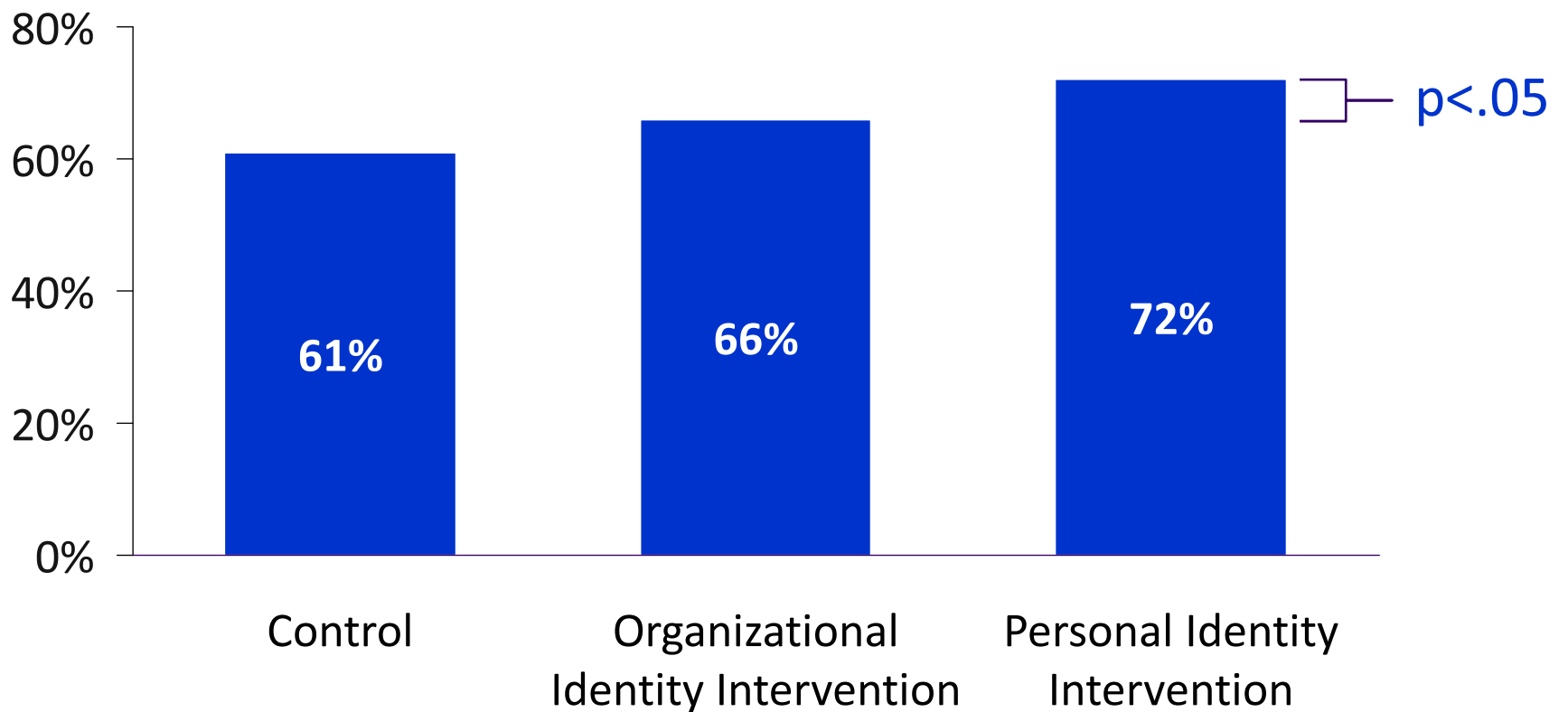
Quitting Results

Quit Rate (Compared to control)



Customer Satisfaction Results

Customer Satisfaction (Compared to control)



Cool or Creepy?



http://www.youtube.com/watch?v=Sh-JRoY7_LU

*“Look, I can’t promise I’ll change,
but I can promise I’ll pretend to change.”*



Motivating Fundraising Callers

- Millennial fundraising callers soliciting university alumni donations
 - Repetitive calls
 - Standardized script
 - Frequent rejections



The Intervention

- Callers divided into two groups
 - Best practices; No exposure to student
 - Highlighting purpose: Feedback from scholarship student
- Motivation measures

Persistence

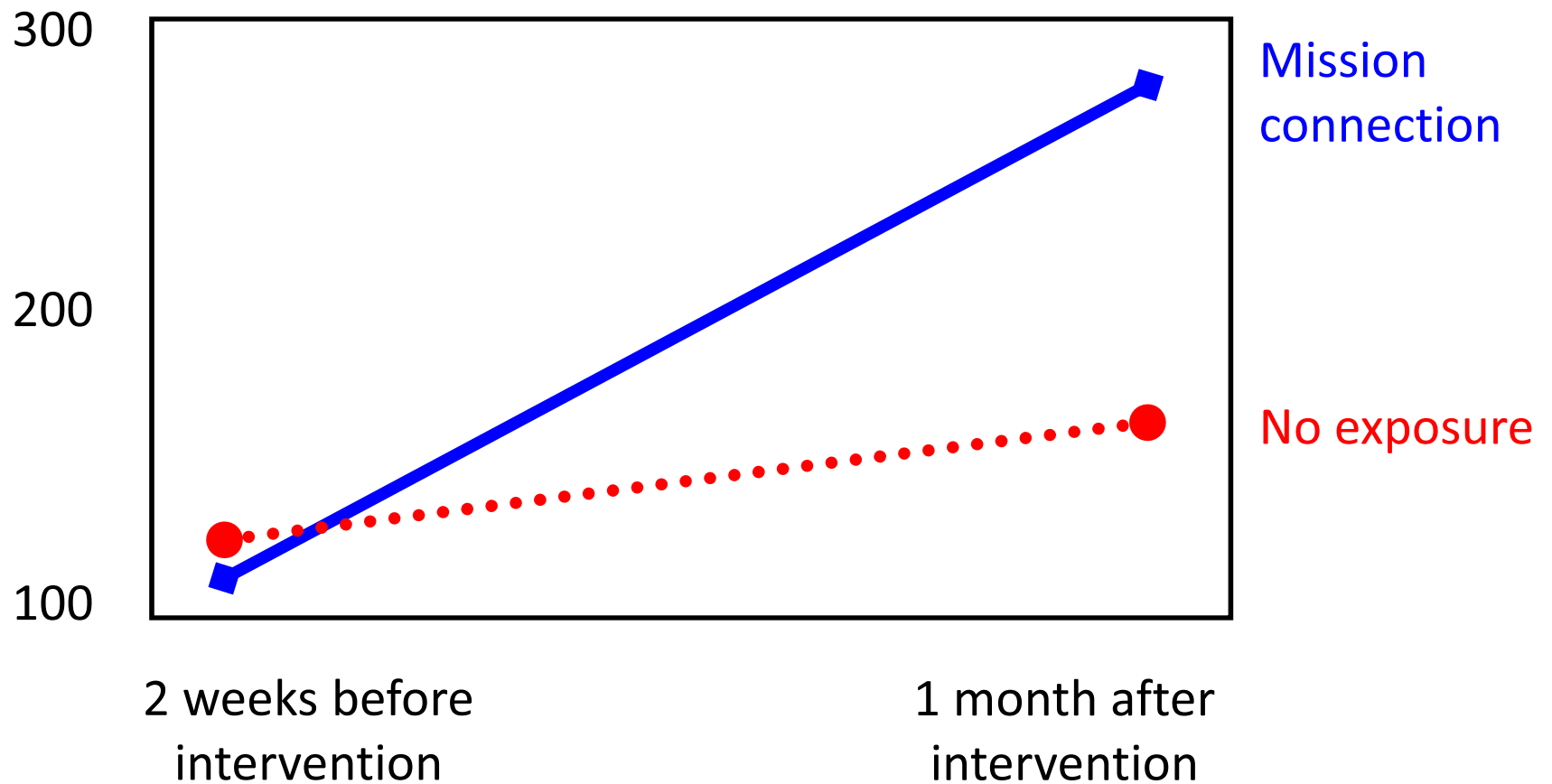


Performance



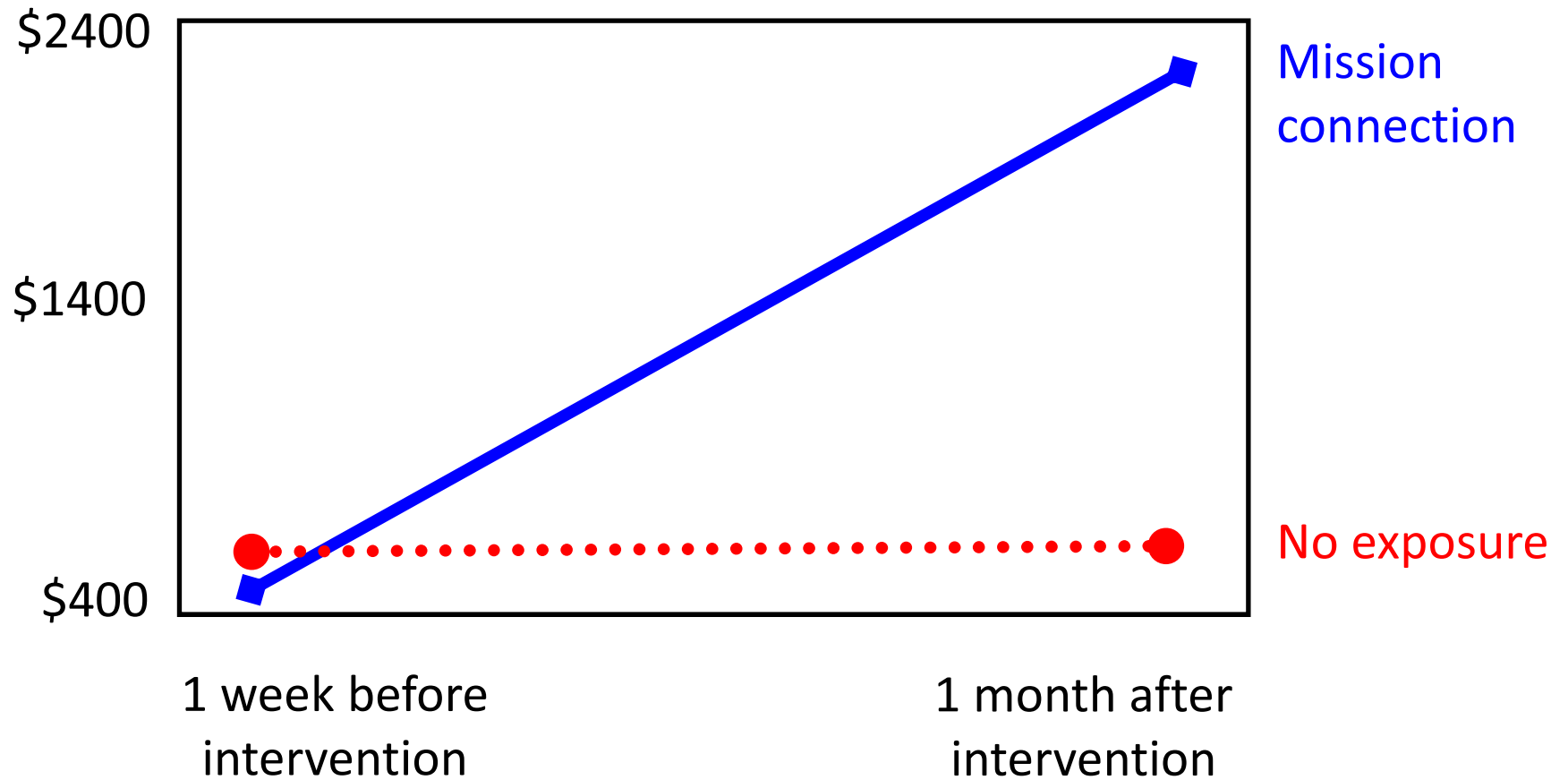
Persistence Results

Minutes on phone per week



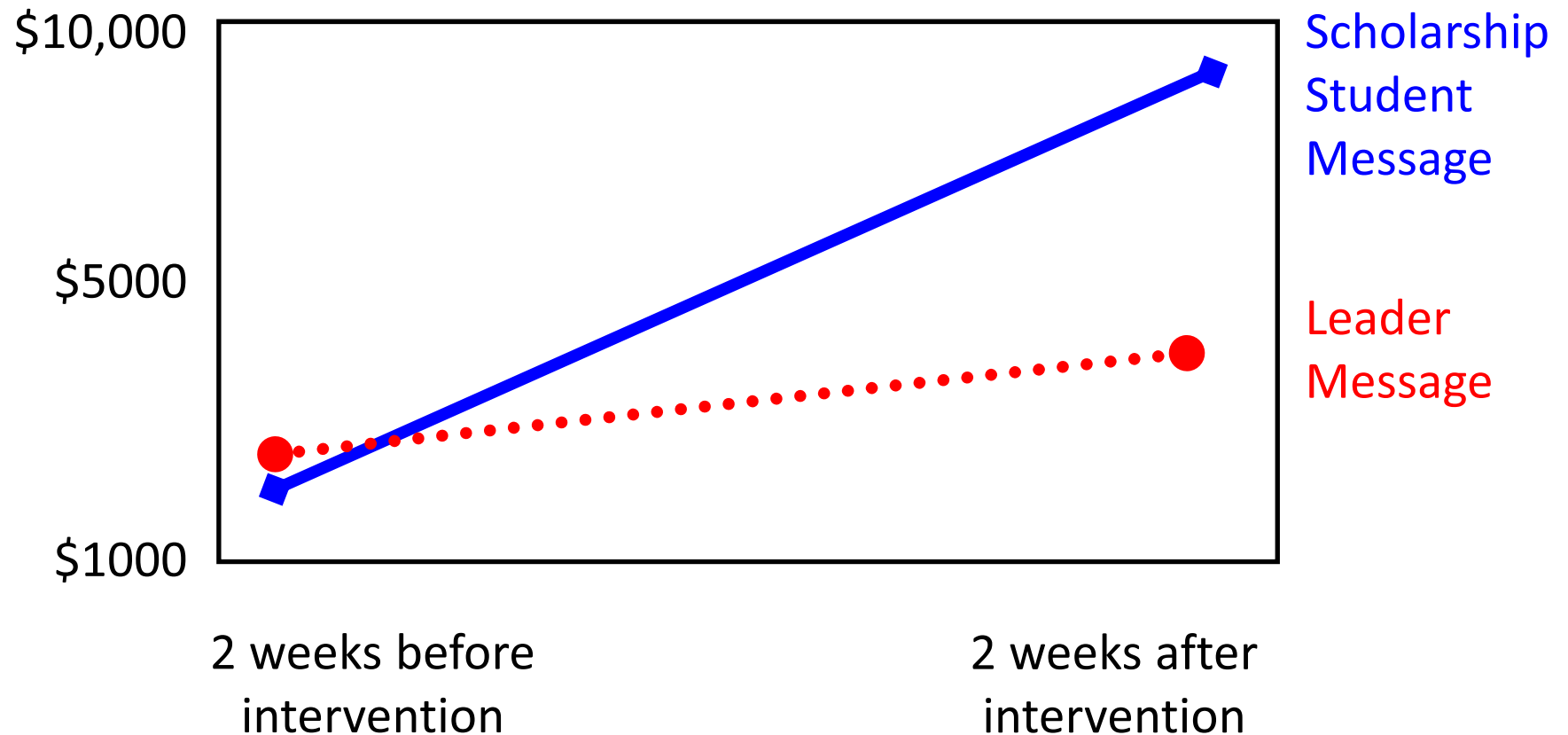
Performance Results

Donation \$\$ per week



Another Study: Performance Results

Donation \$\$ per week



Constructing a Sense of Purpose?



“Keep up the good work, whatever it is, whoever you are.”

Take-aways

- All organizational change begins with sustainable personal change.
- What looks like resistance is often lack a clarity (think Whirlpool)
 - Implication: Direct the rider
- It's hard to 'should' yourself into sustainable change. What looks like laziness is often exhaustion (think workgloves and fundraisers).
 - Implication: Motivate the elephant as you direct the rider