Self-Discovery Learning: Change People Will Accept

Including the "Who Do You Trust?" session, ready to run

Thanks for subscribing. This guide is our welcome gift: a quick introduction to Common Sense Change Management (CSCM), and a Learning Session you can run with your team next week.

It's proven. CSCM came out of a real turnaround at an antiquated, failing chemical facility, marked for closure. Fourteen months later it was number one of 26, ahead of all 25 sister facilities. No consultants and no extra budget: just common sense, simple logic, and human nature. It works in day-to-day operations and in high tech alike, because it's about people and process.

What you'll get

1. **Self-Discovery Learning:** why selling change doesn't work, and how to gain acceptance instead.
2. **Four tools that make it stick.**
3. **"Who Do You Trust?":** a complete Learning Session, with a one-page Quick Lesson Guide.
4. **After the session:** how to keep the learning alive.

A few words we use

Term	What it means
Learning Session	A named group learning session where people discover the answer together
Best Behavior	A behavior the group agrees everyone should practice, like being trustworthy
Need for Change	The group agrees things have to change to survive: survival of the fittest

Part 1: Self-Discovery Learning

Why selling change doesn't work

You've seen it. Corporate rolls out a new initiative: a big meeting, a slide deck, a slogan, and posters for the walls. It's a dog and pony show. Then they leave, and local management is left to make it happen. Six months later the posters are dusty, and it's filed away as another management fad.

The problem isn't the idea. It's a sales pitch. Most of us have learned to resist sales pitches. We look for the catch, and we wait it out. Gaining acceptance is the hardest part of any change, and it's where outside consultants and anyone outside the group struggle most.

Acceptance Through Self-Discovery Learning

What works

Acceptance is the point. People recognize what they already know, so they accept it. It's seldom done this way because it takes good facilitation, and it's easier to put on a show and tell.

Instead of telling people the answer, open up a dialogue. Ask questions, and let the group share their own experiences until they come to the answer together. When the answer is a recalled memory, it's personal. They remember it, and they own it.

It only works for what people already know and accept, like trust, teamwork, and being a team player. For something brand new, like a process from a specialist area, there's no memory to draw on, so use a different learning method.

Then set the expectation. Once the group agrees, make it plain: "This is how we get work done here." (More in Part 2.)

Why it sticks. A lot of training asks people to memorize lists, and lists fade. Recalled memories stick. Sharing them builds trust, too: people learn who each other are, leader and/or facilitator included.

Facilitator habits

- **Ask, probe, don't tell.** Draw the answer out of them. Sometimes you open with a question, sometimes with a story or a statement. Then probe until the group gets there.
- **Steer the dialogue and lead them there.** Don't give the answer away. Keep it moving until the group comes to it themselves.
- **Make it personal.** Invite their own stories: "Has anyone had an experience like this?" In Who Do You Trust?, people don't talk theory. They talk about the person they trust most and why.
- **Involve everyone.** Call on the quiet ones, and rein in the people who answer every question.
- **Read the Room, Not the Clock.** The group sets the pace.
- **Have fun, make it engaging, and join in.** Get people's guard down, and share a memory of your own.

It's a skill, so practice before you try it. Like riding a bicycle, it gets easier. Remember the core of it: don't give them the answer. They already know it, so pull it out of them. It's always there. It's human nature.

Part 2: Four tools that make it stick

These are tools for you, the leader or facilitator, not lessons for the group.

Tool	What you do	Why it works
Naming Lessons	Give every Learning Session a short name, and never change it	Weeks later, "What did we learn from Your Best Team?" brings the whole lesson back
The Same Lesson for Everyone	Everyone, CEO to janitor, gets the same lesson, the same way, with the same name	We're all the same when it comes to basic behaviors

Tool	What you do	Why it works
Everyone Comes to the Same Conclusion	Write every group's answers in the same common terms	A common language spreads: "trustworthy" means the same thing on the night shift, in the lab, and in the sales office. Once we all agree, we hold each other accountable
Set the Expectation	Once everyone comes to the same conclusion, make it plain: "This is how we get work done here."	It turns agreement into behavior, and you can repeat it every time the lesson comes up

Part 3: Bonus Lesson: "Who Do You Trust?"

Being Trustworthy: a Best Behavior in CSCM

A ready-to-run Learning Session on building trust, one essential piece of the foundation for change. The goal: people who are open, honest, and upfront with each other, because that's what leads to good decisions, change, and improvement. Use it with your team, a volunteer group, or even your family. Practice it out loud first.

At a glance

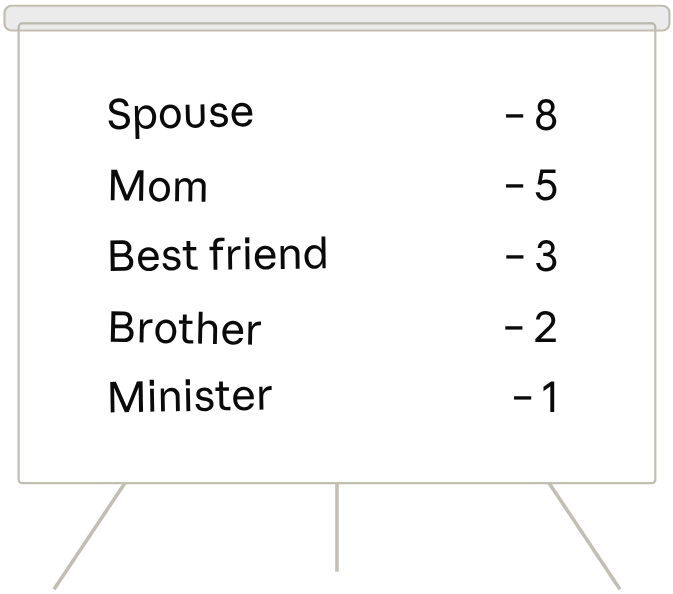
Purpose	Everyone discovers what makes a person trustworthy, and agrees to be open, honest, and upfront, so good decisions, change, and improvement come faster
Group	Any group. Mixing roles and levels helps, when you can
Time	About 15 to 20 minutes, at your group's pace
Materials	A 3x5 card and pen for everyone, a flip chart, markers, a sign-in sheet, and folded name tents

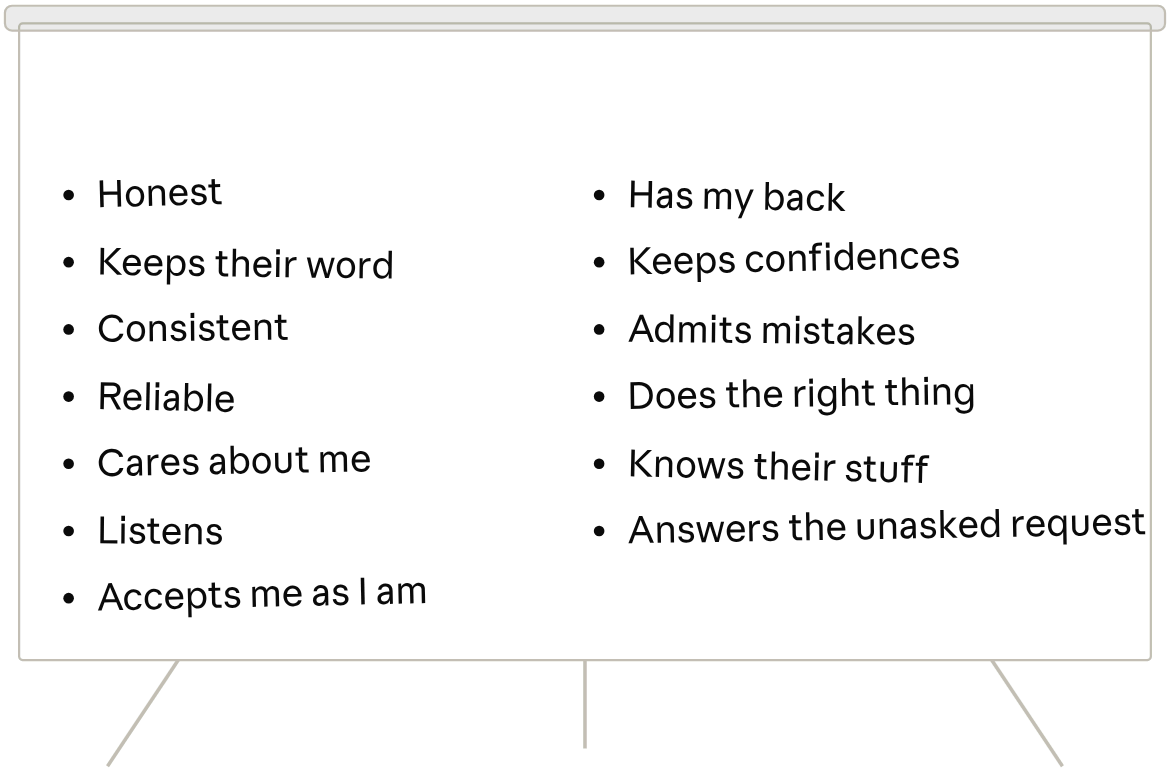
Quick Lesson Guide

Make it your own. The questions, words, and quotes here are examples that have worked for us. Use them, or change them to fit your style, your group, and your organization. Every group is different. It gets easier with practice.

1. **Name tents.** Say, "I'll be calling on people, so put the name you'd like to be called on your tent card."
2. **Introduce the topic.** Keep it simple: "Let's talk about who you trust."
3. **Who do you trust most?** On the front of the card, ask each person writes who that person is to them (spouse, mom, best friend), not their name. Don't ask for answers yet.
4. **Why do you trust them?** When everyone's finished, have them flip the card over and list, in simple bullet points, why they trust that person. Give them time. Some people think it over and take longer.
5. **Share who they trust most.** Ask, "Does someone want to tell us who they trust most?" Then ask for a show of hands, "Who else has that?" Count hands and write it on the flip chart: Spouse – 8, Mom – 5 (Flip chart 1).
6. **Create a dialogue on the reasons.** This is the heart of the learning session. Get them talking among themselves, not just listing reasons. Write each reason in common terms you already know they'll give. (Flip chart 2). Ask, "Does anybody have an example of that?" to tie everyone in.
7. **Add a powerful one.** As you close, if it hasn't come up, add one that really is often missed yet is very powerful: "They answer the unasked request." It's especially powerful coming from a leader.
8. **Reach agreement.** Canvass the room: "Are there any other reasons we missed for trusting someone?" Then point to the charts: "Do we agree this why we trust someone? Is there anyone who doesn't agree?"
9. **Show everyone gets the same answers.** Unfold flip charts from earlier groups, or tell them groups everywhere always have the same answers. It's how we as humans learn to trust others.
10. **Wrap up.** "We just finished the lesson Who Do You Trust. Is trust important for any organization, including ours, to change and improve?" Wait for agreement. Set the expectation: "From here on, we'll be open, honest, and upfront with each other. That's how we get work done here, and it's how we make good decisions and improve faster." Close: "Think about it with every interaction with someone you have the opportunity to build trust or on the other hand to lose trust. Remember: Who Do You Trust?"

Typical flip charts





Cheat sheet. Turn what people say into the common term.

Write this on the flip chart	What people may say
Honest	Tells me the truth, even when it's hard

Write this on the flip chart	What people may say
Keeps their word	Does what they say and says what they do
Consistent	Always the same; I know what to expect
Reliable	There when I need them
Cares about me	Has my best interest at heart
Listens	Really hears me
Accepts me as I am	Doesn't judge me
Has my back	Supports me; sticks up for me
Keeps confidences	What I tell them stays with them
Admits mistakes	Apologizes when they get it wrong
Does the right thing	Integrity; fair
Knows their stuff	Competent at the job
Answers the unasked request	Meets my need before I ask

Part 4: After the Learning Session

What you expect from here on: be open, honest, and upfront. That's what being trustworthy looks like day to day, and it's how trust simplifies work and gets things done. In the middle of a project or a problem, you want people to tell you what they think, say what they know, and ask the questions they wouldn't ask without trust. This drives rapid improvement and solid decisions.

- **Send notes within 24 hours** to everyone, and keep them in a shared folder anyone can open, with the sign-in sheet as the record of who attended.
- **Open the next session with a review.** "Remember Who Do You Trust? What is it?" Let them give it back to you.
- **Use the name** whenever trust comes up in daily work.
- **Keep living it until you hear it back.** When people tell you the lesson, and tell each other, they own it.
- **Facilitate it for everyone.** Same lesson, same way, same name.

What's next

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