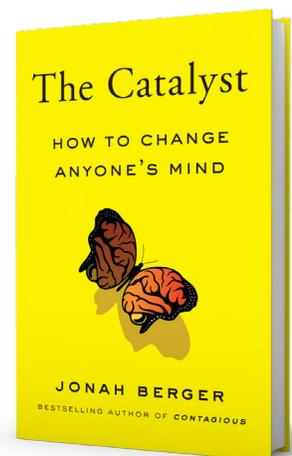




How to Change a Client's Mind

BASED ON
THE CATALYST
BY JONAH BERGER



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What Do You Want to Change?

Everyone has something they want to change. You might be trying to get consumers to buy a new product, get customers to switch service providers, or get clients to do things differently.

But changing a customer, consumer, or client’s mind is hard. We send email after email, make pitch call after pitch call, or present more facts and figures and still they don’t budge. Could there be a better way?

To catalyze change, we need to REDUCE roadblocks. This application guide will help. If you’re working with a team, feel free to bring in others for this exercise. Talking through the various questions will help clarify your objectives and achieve more effective results.

The first section, Defining the Change, will help you think through what exactly you’re trying to change and which roadblocks might be most important. If you think you have that down already, feel free to skip ahead to the second section, the REDUCE framework, where you’ll start applying the ideas.

DEFINING THE CHANGE

The Change

Let’s start with the basics: Whose mind or behavior are you trying to change, what are they doing now (i.e., the status quo), and what are you hoping they’ll do moving forward?

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What have you tried already? How have you tried to change things and what was the result?

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FINDING THE PARKING BRAKES

Now, let's take a different perspective. Rather than thinking about what you could do to try to create change, why haven't things changed already? What's stopping people? What are the parking brakes (p. 10)?

Think about each of the five roadblocks catalysts REDUCE and score how important they are in your situation on a 1 through 5 scale. 5 means extremely important, 1 means not so much.

ROADBLOCK	SCORE (1-5)
<u>R</u> EACTANCE	
<u>E</u> NDOWMENT	
<u>D</u> ISTANCE	
<u>U</u> NCERTAINTY	
<u>C</u> ORROBORATING <u>E</u> VIDENCE	

Given these scores, which roadblocks do you want to REDUCE to start? You should still work through each barrier in the next section, but deciding what to focus on now will help you dig deeper in the right places.

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If there are additional roadblocks, or restraining forces that are getting in the way, list them now.

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2 The REDUCE Framework

Over the next few pages, we'll examine how to change minds by working to REDUCE each of the five key barriers or roadblocks. Then we'll step back and think about the best next steps to drive success over both the short and long term.

REACTANCE

When pushed, people push back. So rather than telling people what to do, or trying to persuade, catalysts allow for agency and encourage people to convince themselves. How can we allow for agency (Truth campaign), provide a menu (Nafeez Amin), or highlight a gap (Smoking Kid)?

ENDOWMENT

People are wedded to what they're already doing. The status quo. To ease endowment, we need to surface the costs of inaction (Gloria Barrett), burn the ships (Cortes), and frame new things as regaining a loss (Brexit).

DISTANCE

Perspectives that are too far away fall in the region of rejection and get discounted. So start by asking for less (Silvia Branscom). Find an unsticking point and use it to switch the field (Deep Canvassing).

UNCERTAINTY

Change almost always involves uncertainty, and this ambiguity makes people hit the pause button, stemming action. To get people to un-pause, increase trialability. Harness freemium (Dropbox), reduce upfront costs (Zappos), and drive discovery (Acura Experience).

CORROBRATING **E**VIDENCE

Sometimes one person, isn't enough. Some things need more proof. So find reinforcement. Use multiple sources (Mike Loverde), concentrate them close in time, and figure out whether you need a firehose or a sprinkler.

Ordering these five parking brakes, or roadblocks, to spell REDUCE makes them easier to remember, but in thinking about how to mitigate them, a different order may actually be more useful. To get people to change, it helps to start with what they're doing already, so we'll start with how to ease Endowment.



EASE ENDOWMENT

What features make the status quo particularly attractive (e.g., works fine enough or people think it is cheaper)?

Spell out the switching costs (p. 69-80). Not just the financial cost of doing something new, but any time, effort, or psychological costs as well. What people have to figure out, learn, or do to switch from the status quo to the new way of doing things.

How can you reduce these costs or mitigate these pain points? If a key switching cost is learning a new process, for example, how can you make that easier?

Are there any hidden costs of sticking with the status quo that people might not realize? Like financial advisor Gloria Barrett (p. 74-83), how can you surface these costs of inaction?

How can you do some version of burning the ships (p. 78-82)? Can you use Sam Michaels's approach (p. 80-82) and make people bear more of the costs of the status quo?



EASE ENDOWMENT (CONT.)

Like Dominic Cummings and Brexit (p. 84-87), can you frame new approaches as regaining a loss?

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.....

Given your analysis above, list two ways you could catalyze change by easing endowment.

1.
2.



ALLEVIATE UNCERTAINTY

What are the key things people are uncertain about (see the Force Field Analysis Appendix)? They might be uncertain about whether the new offering will be better, uncertain that they have a problem in the first place, etc.

Think about how Dropbox and other companies have harnessed the power of freemium (p. 145). What could you make free and how could you use it to encourage clients to move to a paid version? See the Apply Freemium Appendix for tips.

Like Zappos, how can you reduce the up-front costs (p. 153)? Can you provide test drives, rental, samples, or similar approaches to make it easier for people to experience something themselves?

Rather than waiting for people to come to you, can you drive discovery (p. 158)? Like the Acura experience, encouraging people who didn't know they might be interested to check it out?

Can you reduce friction on the back end by making things reversible (p. 162)? Like Street Tails Animal Rescue and others have done using trial periods, money back guarantees, or lenient return policies?



ALLEVIATE UNCERTAINTY

See the figure on page 168 to think about which approach is best based on where in the customer journey the challenges are.

Given your analysis above, list three ways you could catalyze change by alleviating uncertainty.

1.
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2.
.....
3.
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REDUCE REACTANCE

Is reactance already happening? What are people reacting against?

How can you allow for agency (p. 27)? Like the Truth campaign, encourage people to chart their path to your destination?

Rather than trying to get people to do something, can you provide a menu (p. 30)? Like asking kids whether they want their broccoli or chicken first, can you use guided choices?

What's something you want people to do and how can you frame it as a question instead (p. 43-46)? What's the right question to ask that will encourage them to commit to the conclusion?

Like Smoking Kid (p. 39-40), is there a gap between attitudes and behavior, and if so, how can you highlight it?

Rather than going straight for influence, have you started with understanding (p. 43-46)? Have you found the root? Like Greg Vecchi, have you built trust and used that to catalyze change?



REDUCE REACTANCE (CONT.)

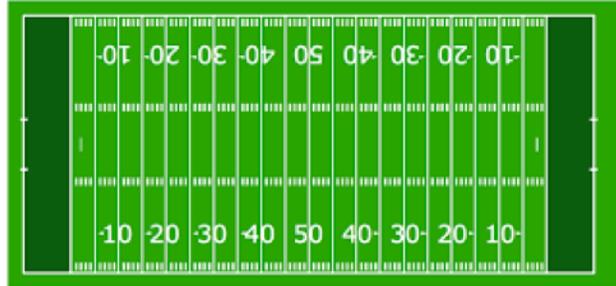
Given your analysis above, list three ways you could catalyze change by reducing reactance.

1.
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2.
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3.
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SHRINK DISTANCE

Start by flushing out the football field below. What are the two endzones, where are people on the field, and what is their zone of acceptance and region of rejection (p. 94-98)?



What about your current approaches may have fallen in the region of rejection and why? How can you avoid the confirmation bias (p. 99-103) moving forward?

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Can you start by asking for less (p. 109-112)? Like the doctor who got the trucker to drink less soda, chunking the change, and then asking for more? If you're asking people to do something very different from what they're used to, can you use stepping stones to make them more comfortable?

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Who might fall in the movable middle (p. 104) and how can you use them to help convince others?

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What would be a good unsticking point and how can you use it to switch the field (p. 114)? Like deep canvassing, can you find a dimension of common ground and use it to bring people closer?

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SHRINK DISTANCE (CONT.)

Given your analysis above, list three ways you could catalyze change by reducing reactance.

1.
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2.
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3.
.....



FIND CORROBORATING EVIDENCE

Are you dealing with a pebble or a boulder (p. 179)? How expensive, risky, time-consuming, or controversial is the change you're requesting?

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How can you provide more proof? Like interventionists, by making sure people hear from multiple sources saying similar things (p. 186)?

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What similar but independent sources can you call on to help provide more evidence (p.194-195)?

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How can you concentrate those sources close in time (p. 195-198)? Making sure people hear from multiple others in a short period?

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For larger-scale change, should you use a fire hose or a sprinkler (p. 200)? Concentrate scarce resources or spread them out?

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Given your analysis above, list three ways you could catalyze change by finding corroborating evidence.

1.
2.
3.



3 Catalyzing the Change

Now that you've analyzed the barriers preventing change based on the REDUCE framework, it's time to consider implementation. Based on the work you did over the last few pages, do you want to update how important different barriers are to your situation?

ROADBLOCK	SCORE (1-5)
<u>R</u> EACTANCE	
<u>E</u> NDOWMENT	
<u>D</u> ISTANCE	
<u>U</u> NCERTAINTY	
<u>C</u> ORROBORATING <u>E</u> VIDENCE	

Using the ideas generated on the previous pages, which 3-5 do you think make the most sense to pursue and why? Which ones can be executed relatively quickly, and which require a more long-term horizon?

Here's a hint: Think back to the ideas you wrote down at the bottom of each of the pages in the previous section. That should jump start the thinking process.

DIRECTIONS TO PURSUE NOW	DIRECTIONS TO PURSUE LATER



Now that you know your priorities, how will you implement them? What resources do you need to gather?
What people do you need to partner with?

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How can you begin to test these approaches out to see if they work?

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For directions that require more of a long-term horizon, what things do you need to gather to be able to
implement them down the road?

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THANKS FOR DOWNLOADING THIS APPLICATION GUIDE.
IF YOU KNOW SOMEONE ELSE WHO MIGHT FIND THESE
IDEAS VALUABLE, PLEASE PASS IT ALONG.

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