



DO BUSINESS FASTER™

Jim's Profit Accelerator 257 Unblock and Invite

Internationally renowned psychologist Daniel Kahneman won a Nobel Prize for applying psychological insights to areas of judgment and decision-making under uncertainty. That means data that's powerfully helpful for most leaders. A thorough researcher, his insights are likely to be valid for us mortal souls as we face leadership challenges. They are outlined in his book *Thinking Fast and Slow*. (I recommend it if you're leading people or making decisions about organizations of people.)

Here's an insight you likely haven't heard, since it's from his recent podcast with Shane Parrish:

SPEED BUMP: You can't drive behavior change nearly as well as you can invite it.

It's not about being polite. If anything, it requires more discipline and work. It's orders of magnitude more effective than direct orders, delivering change that is more likely to stick.

Here's the technique:

- **Learn what has the person stuck.** Stuck is a way of describing resistance to change, but it's a doorway to the answer. If you can discover what's keeping the person stuck, you can shift your search to ways to help them be unstuck.
- **Shift your focus** from your goal to their view of the situation around your goal.
- **Genuinely seek to understand**, remembering that it is likely to be more emotional than rational.
- **Ask what about your proposed change makes them uncomfortable**, and then say, "Tell me more." ... And just listen
- **Give yourself the "patience talk"** before you start. Any movement will come at the other person's pace, usually slower than you'd prefer.
- **Say thank you.**

SPEED BUMP: Use this technique on high-impact changes first.

There's got to be enough at stake for you to be patient enough for this to work. As it works, you'll begin to try it on smaller stakes with other people.

This is about your skill, not about your people's shortcomings. Kahneman's research showed clearly that unsticking applies broadly to most people.

SPEED BUMP: You honor your employee when you listen to what's holding them.

But why does it work for the military or first responders to give and follow orders? Because they are in dangerous, time-limited situations where immediate correct action is vital. Most of your business situation are neither dangerous nor time-limited (at least compared to a firefighter or soldier in a fire fight).

ACCELERANT: Who will you try to unblock this week, and on what topic?

For more information on how you can accelerate revenues and profits in your business, please call or email me.

A note on **SPEED BUMPS:** Use them to click quickly with an idea that can immediately be implemented in your life as a business leader. Think: "How can I use this today?" or "Who can use this?"

For more information, visit www.grewco.com.

Jim Grew, the Business Defogger and Accelerator, helps leaders discover hidden opportunities within their businesses and exploit them for dramatic results. Jim has led 9 businesses, worked in 31 companies at C-level, and is an expert in strategy and executive leadership. He presents regularly to industry groups, mentors business leaders, and shares insights in his Executive Letter (above). Jim holds BA and MBA degrees from Stanford University. In his new book, *The Other Side of Succession*, he shares how to plan for the future by growing your business now.

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