



The Catalyst

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LEAGUE OF
**CALIFORNIA
CITIES**





*The two things firefighters hate
are the way things are now, and
change!*

— Alan Brunacini

Why Change Fails

- We become so blinded that we think we are right
- We focus on ourselves
- We focus only on outcomes
- We primarily focus on providing information and facts
- We fail to focus on the people and the B.E. barriers to change

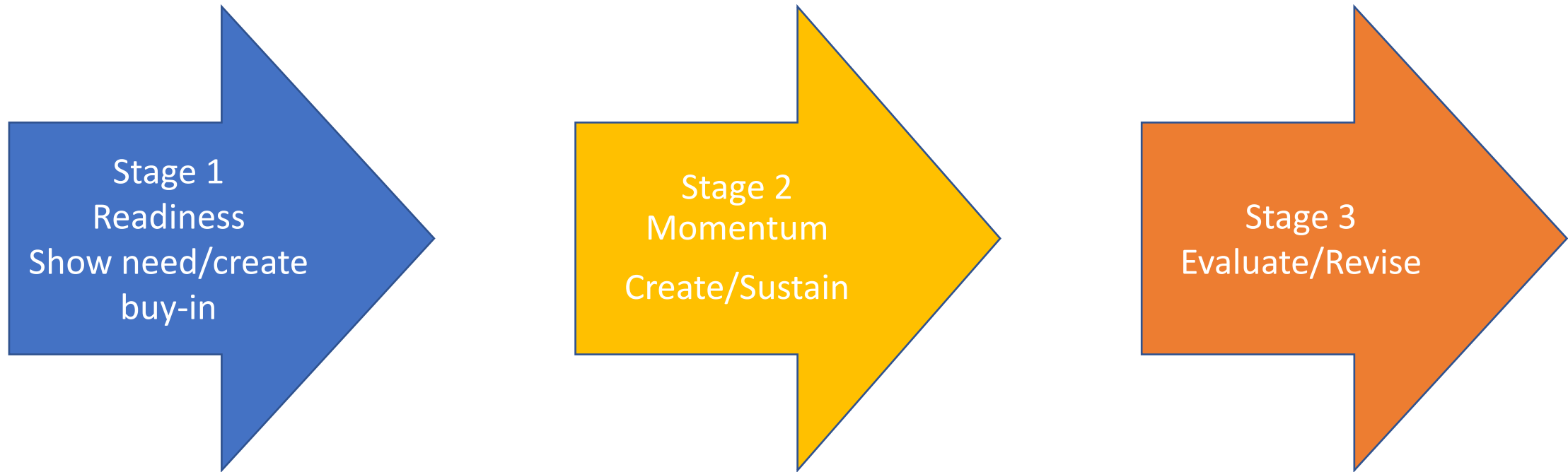


Change Models

- Lewin's change management model
- The McKinsey 7-S model
- Adaptive Leadership by Heifetz and Linsky
- Kotter's change management theory
- ADKAR change management model
- Bridges transition model
- Kübler-Ross change management framework
- The Satir change management methodology

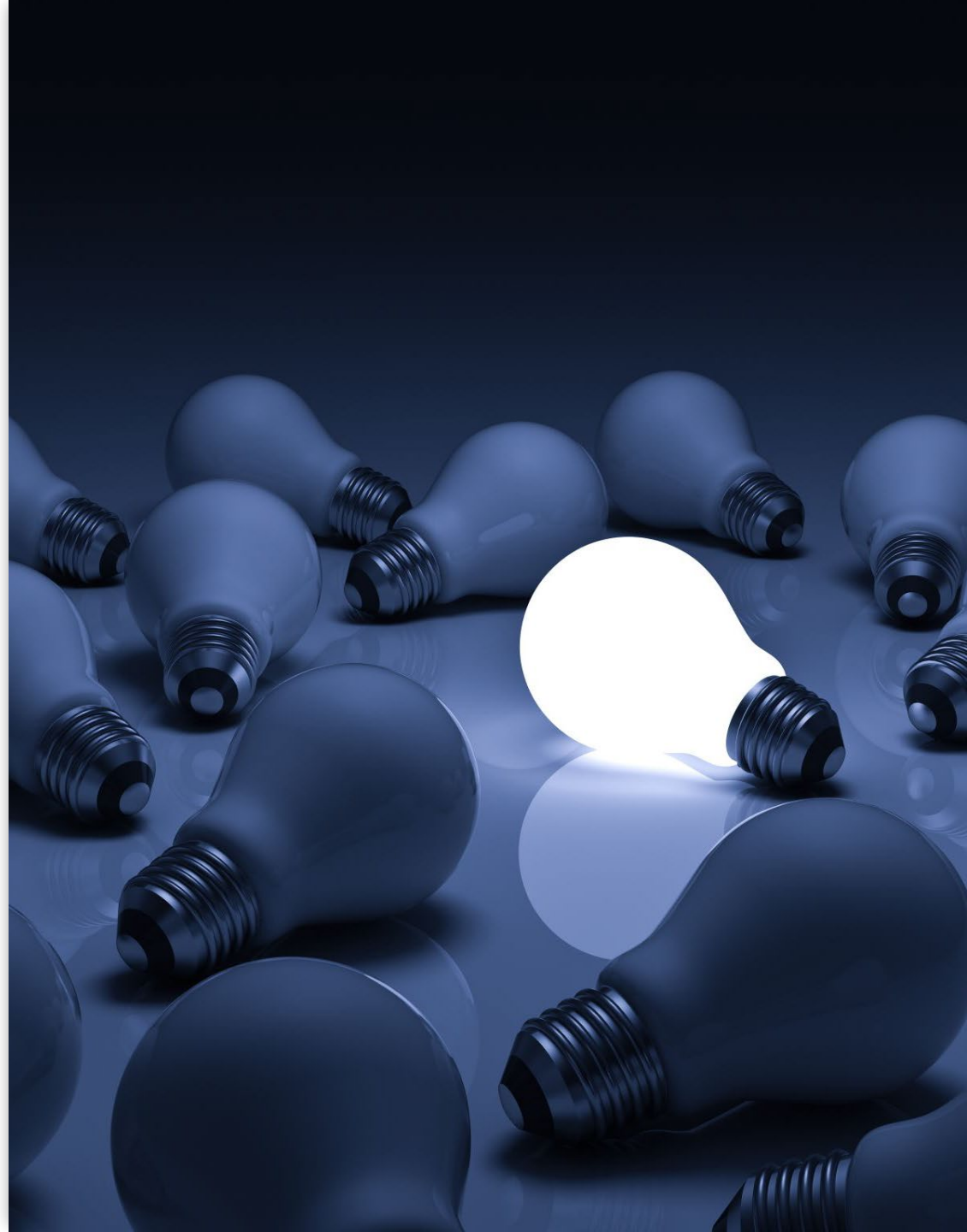


Change Models - Decoded



The Problem

- The Fallacy - All of the change models assume change is a singular event.
- Change is Constant
- We must make change management part of our management style.
- Change Management Models are great for big changes.



You as a Catalyst

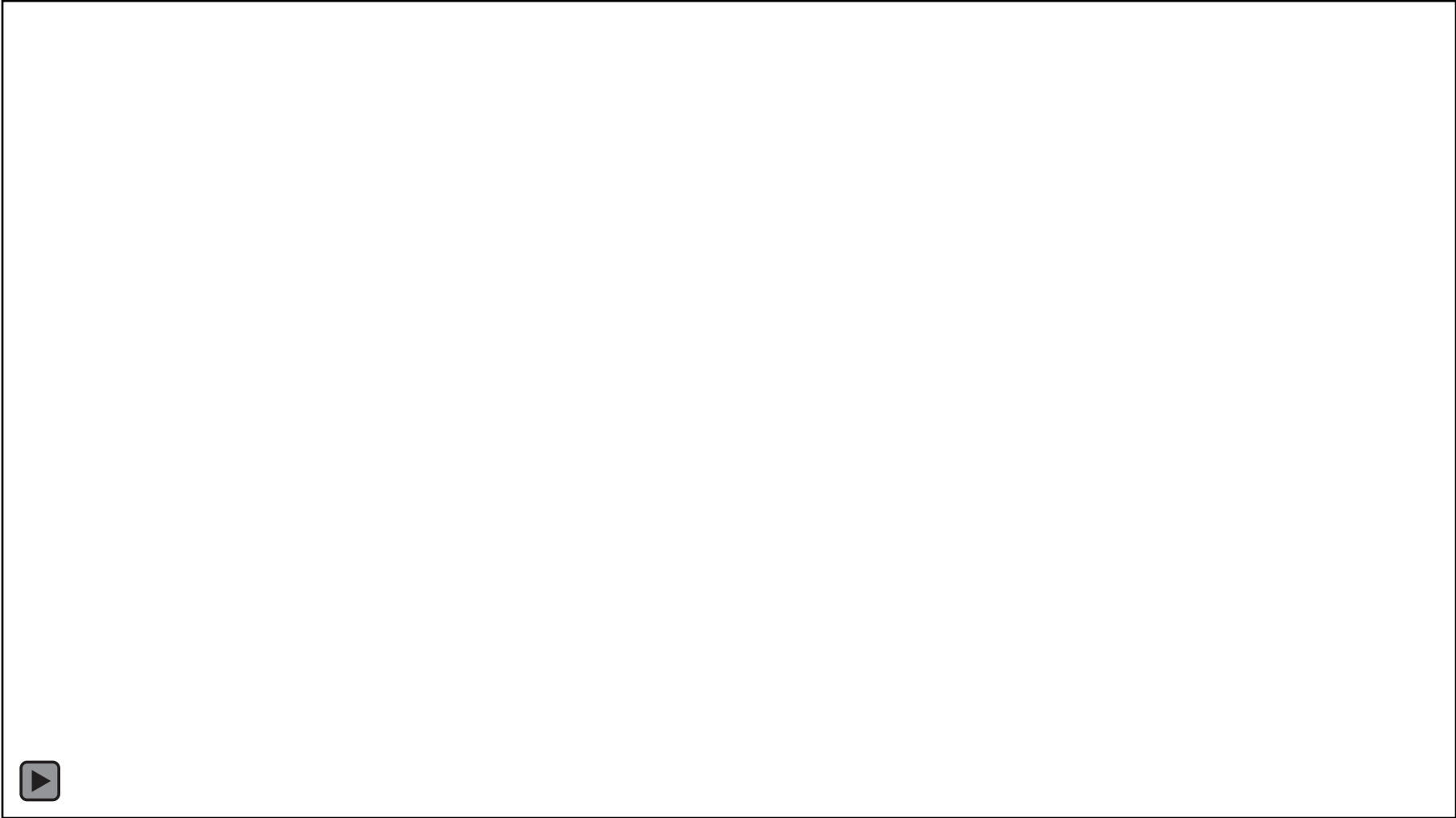
- Catalyst definition: 1 **a substance that enables a chemical reaction to proceed at a usually faster rate or under different conditions (as at a lower temperature) than otherwise possible.** 2 an agent that provokes or speeds significant change or action
- A human catalyst is someone who can create change, not by being more persuasive or pushing harder, but by removing barriers. These are the barriers to change. Not all are in effect at the same time nor are all the people resistant because of all these barriers. But in some form or fashion one or more of these is at play in creating a resistance to change.





The Catalyst (YOU)

- Reactance
- Endowment
- Distance
- Uncertainty
- Corroborating Evidence





Tide Pod Challenge

- Released in 2012
- P&G spent \$150 million in marketing to capture 30 % of the \$6.5 billion detergent market
- Early January, 2018, Tide Pod Challenge went viral
- January 12, 2018 Tide Tweets, “What should Tide Pods be used for? DOING LAUNDRY. Nothing else. Eating a Tide POD is a BAD IDEA...”
- And released the following video...



What Happened Next???

- Google Searches for Tide Pods spiked
- Within a week searches were up 700%
- Visits to the Poison Control Center website skyrocketed as well
- 39 cases of Tide Pod ingestions in 2016
- Within 12 days of the video and twitter there were 80 cases and within a few months cases had doubled that of previous 2 years combined.



why?
why?
why?
why?

- Let's play this out...
- One Volunteer

Reactance



When pushed on we push back



When we feel our freedom or autonomy is threatened we push back as well



Telling someone to do something or not do something causes a loss of our feeling of freedom and autonomy



Reactance

Restriction generates a psychological phenomenon called reactance

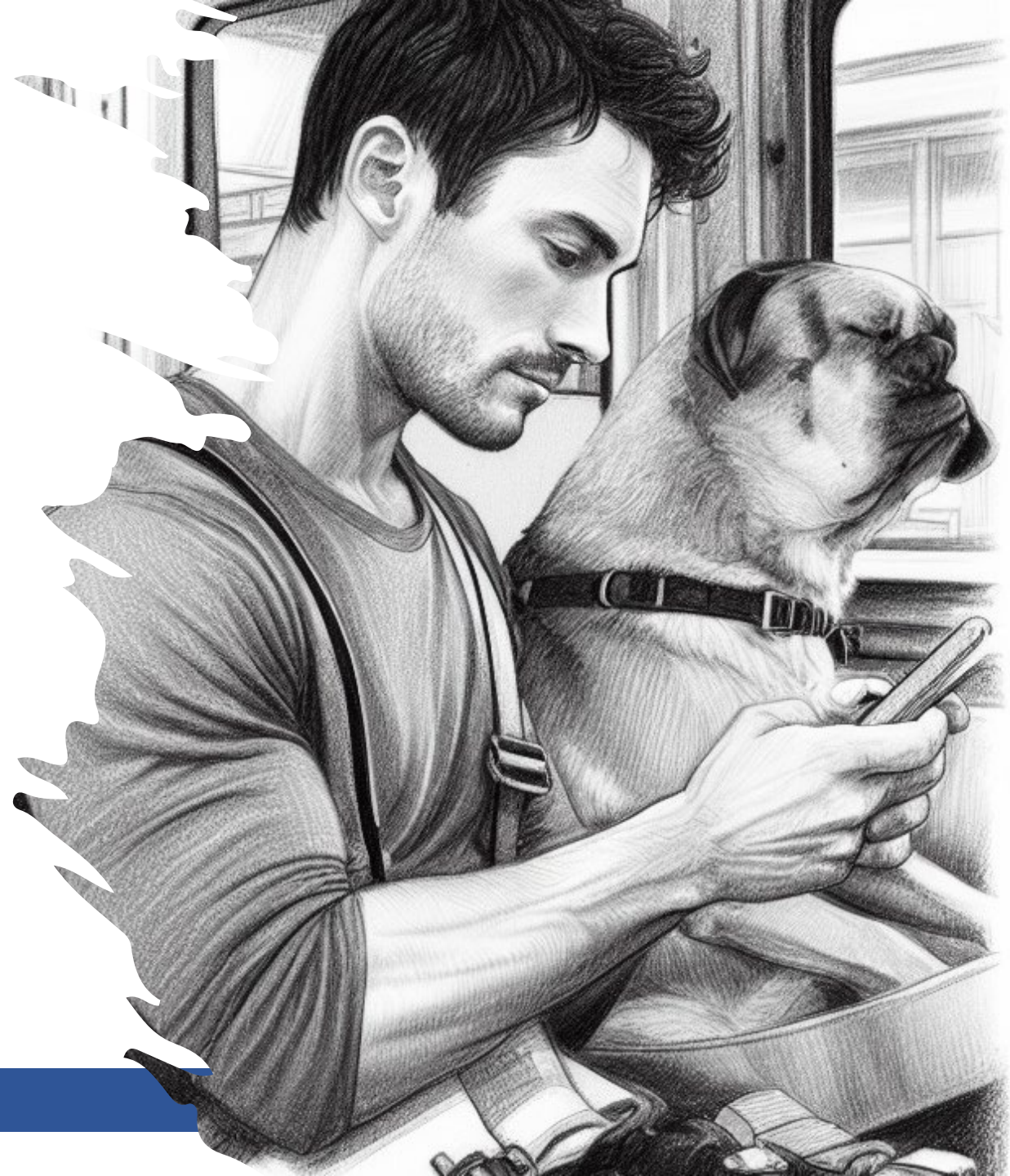
An unpleasant state when people feel their freedom is lost or threatened

Choice is so important people prefer choices even when it makes them worse off



Reactance

- When people's ability to make their own choice is taken away they react against the potential loss of control
 - One way to reassert a sense of control is to engage in forbidden behavior
 - Text while driving
 - Let the dog loose in the park
 - Not wearing a uniform shirt
 - Not shaving before work
 - Doing anything other than what is requested provides a sense of freedom, but doing the opposite is the most effective and easiest
 - Can even happen when asking someone to do something if they feel it's impinging on their freedom



Counteract Reactance



PROVIDE A MENU – A LIMITED SET OF OPTIONS



ASK, DON'T TELL – ASK QUESTIONS RATHER THAN MAKE STATEMENTS



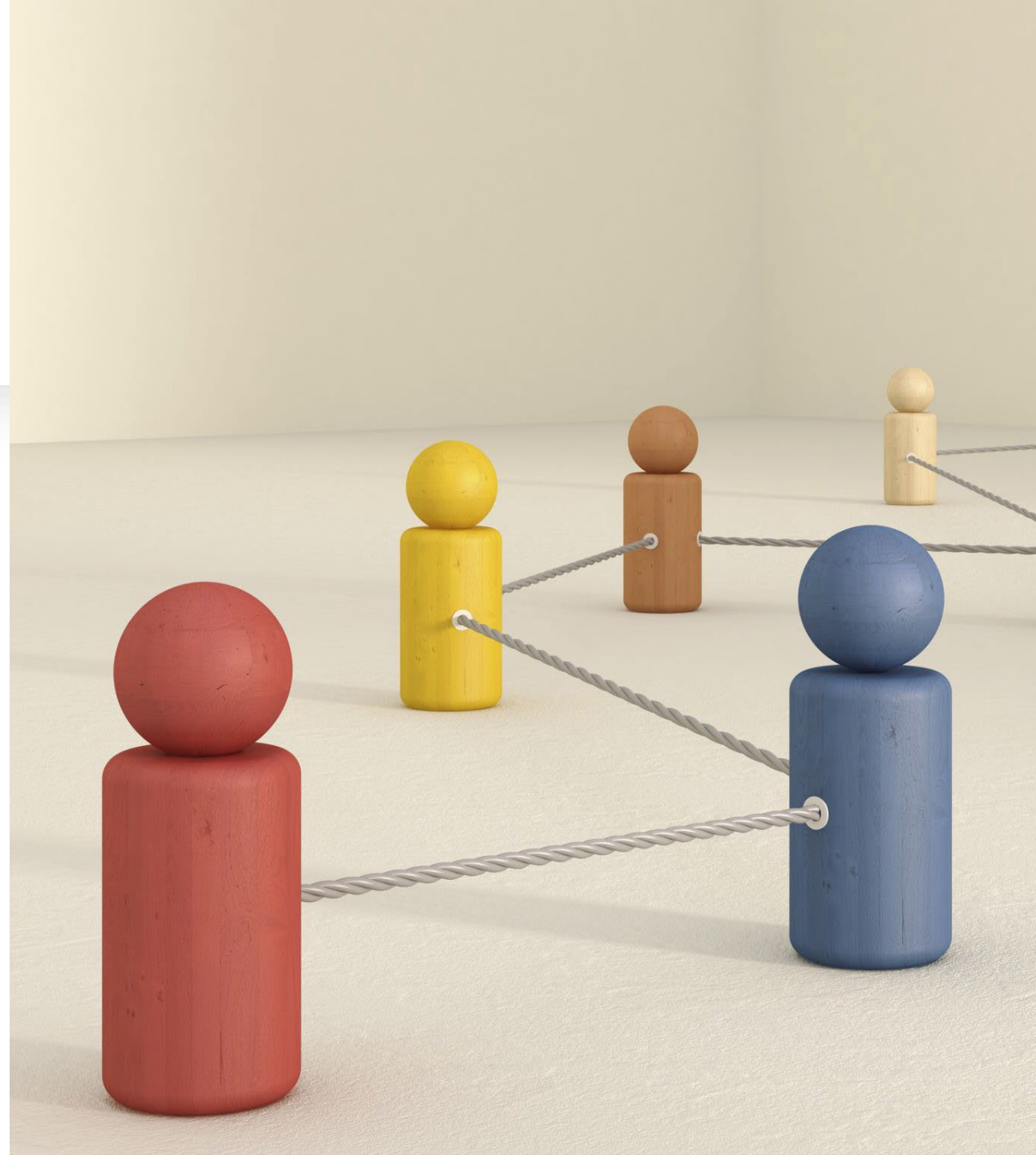
HIGHLIGHT A GAP – LEAD OTHERS TO SELF PERSUASION



START WITH UNDERSTANDING – SEEK TO UNDERSTAND THEN TO BE UNDERSTOOD (COVEY)

Endowment

The *Endowment* effect is a circumstance in where individual(s) places a **higher value** on an object that they **already own** than the value they would place on that **same object if they did not own it**.



Endowment

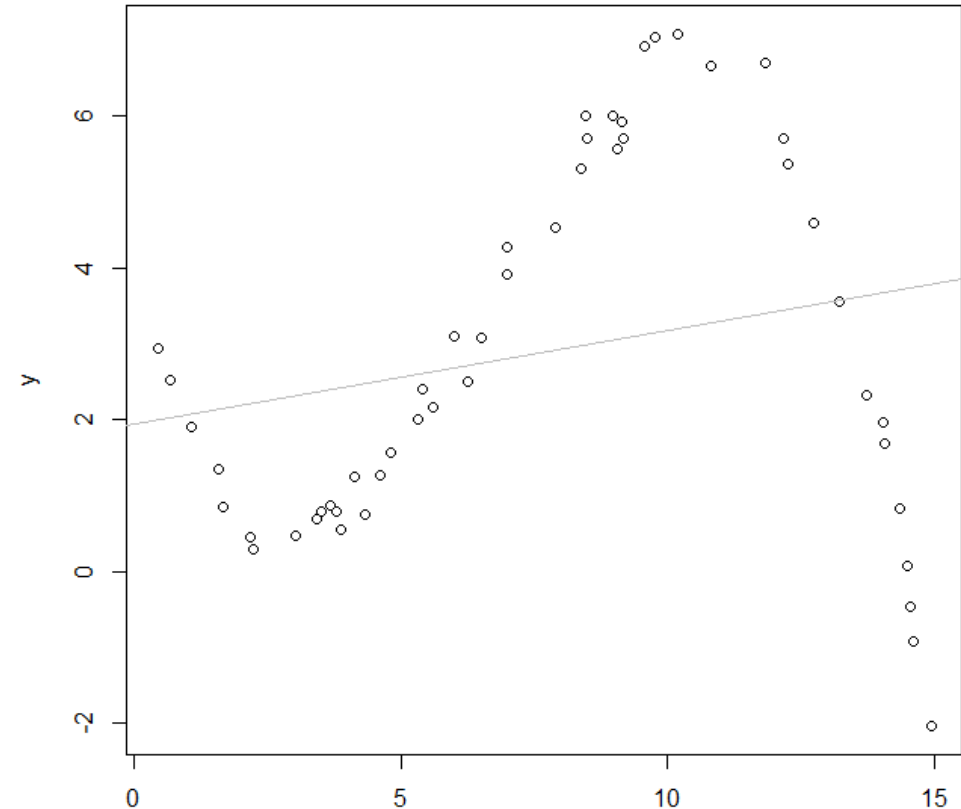
Organizations will hold a higher value on *what they currently have* than what they could gain.

- Benefits
- Processes, Procedures, and Policies
- Fire ground tactics
- Utilization of new technology



Endowment

We overestimate their real market value and as a result, we demand much more to give these things up than we would be willing to pay or willing to do to acquire them.



How does the endowment effect work?

The answer is sentiment. **We feel a sense of ownership and possession.** These things are ours; we've been through a lot with them and made a lot of nice memories. We just don't want to let them go.

The endowment effect is based on one of the most powerful cognitive biases out there – **loss aversion**. To put it simply, **we hate experiencing losses about twice as much as we like experiencing gains.**





How To Use Endowment Effect?

We are attached to the status quo. Try switching a firefighters schedule..

- Take the status quo off the table.
- Highlight the cost of inaction What consequences exist if no change occurs?
- Inspire action, try “pilot” or “trial” periods.
- The longer people spend interacting with these ideas and changes, the greater the sense of ownership becomes.

Distance



Can two
extremes
meet in the
middle?



Distance

- The web and social media have created a state of intellectual isolationism
- One persons truth has become another's fake news
- Two Opposing sides

We just need to reach across the isle right?





Distance

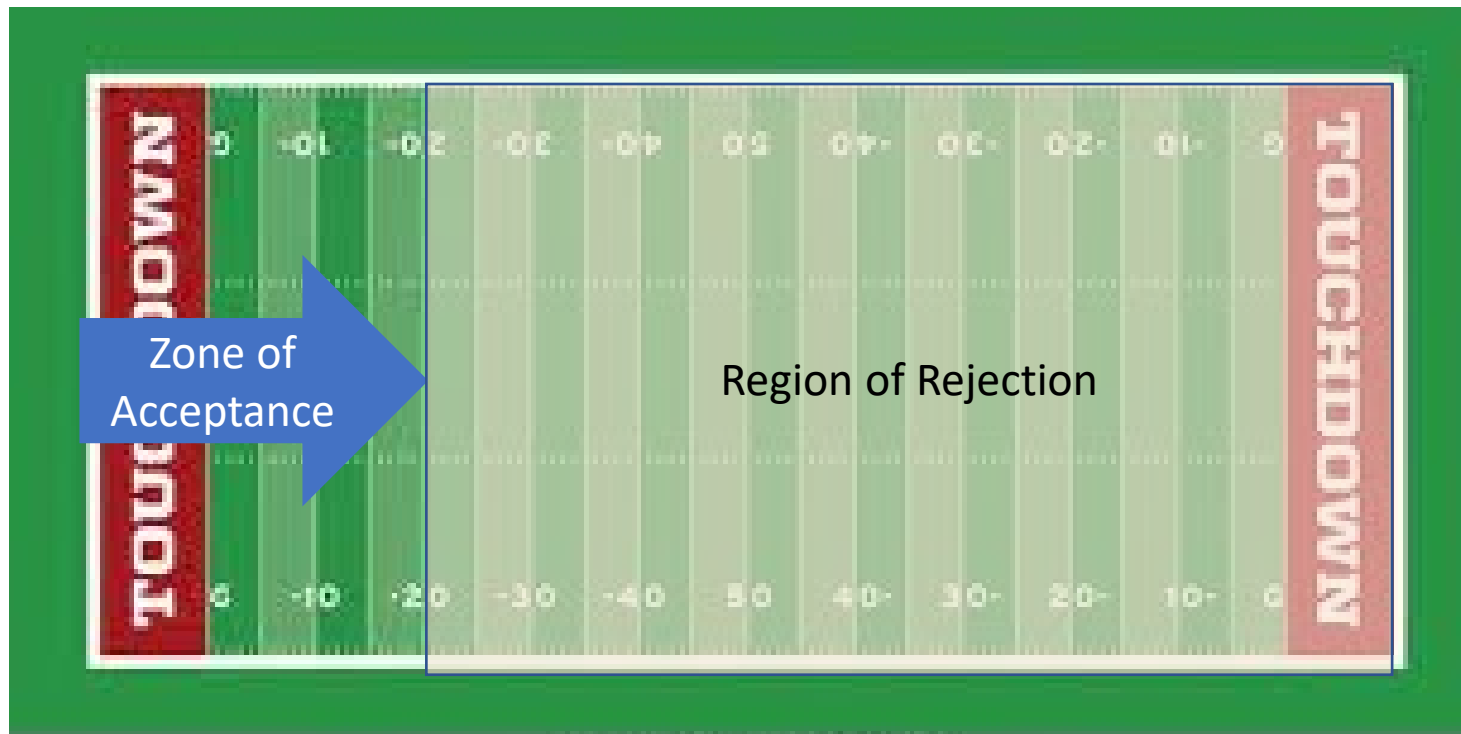
- In 2018 Chris Bail set up experiment...
- 1500 Users on Twitter
- Opposite sides were exposed to the other sides viewpoints
- 1 Month later attitudes and view points were researched

- What Happened?

Distance

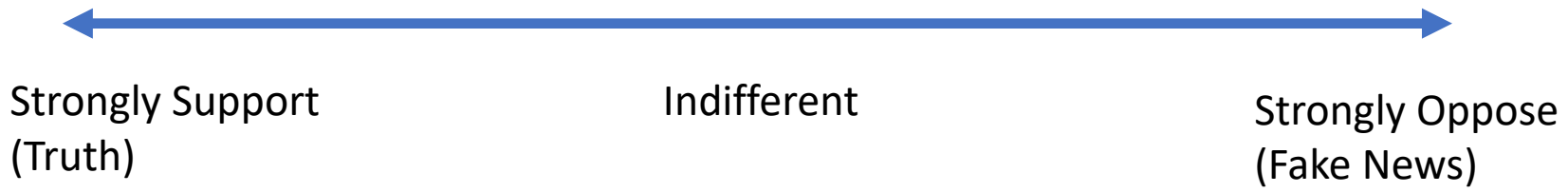
- Exposure to opposite side didn't make people more moderate!
- It made them more extreme in their view points.
- When trying to change minds we think exposure to evidence/facts will work. (Jan 6 hearings)



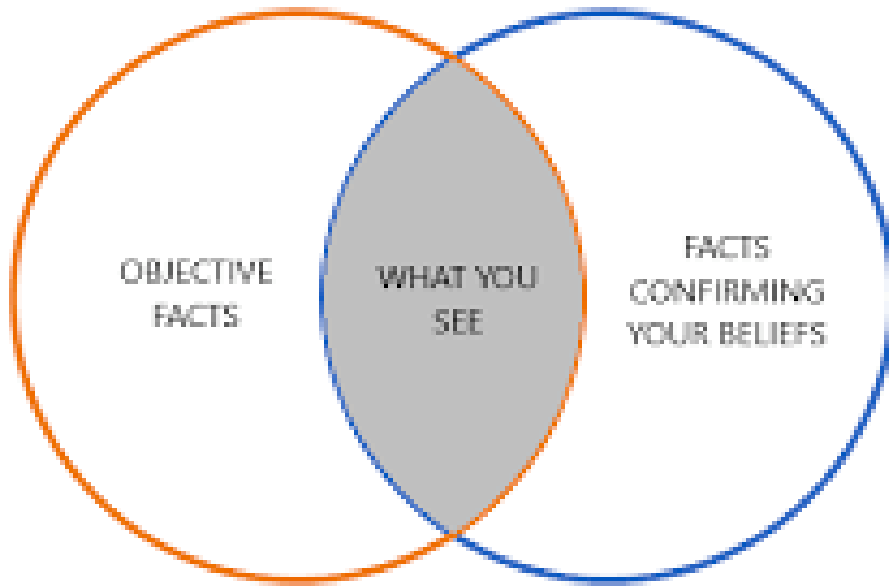


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“It’s not my job.”
“Tradition.”
“This isn’t how it’s supposed to be.”
“Not what I signed up for.”



Confirmation Bias



- Once we form an opinion about something we will only accept information that supports that opinion and will reject all information that is contrary to our belief.
- MRIs show brain shuts down

Confirmation Bias

NO ONE IS IMMUNE!

It shapes direction fire chiefs take, decisions jurors make, treatments doctors prescribe (this is why you should always get a second opinion).

We see what we expect to see, we conclude what we expect to conclude.

It's in our "Zone of Acceptance or Region of Objection" *EVEN* when faced with *OVERWHELMING* evidence.



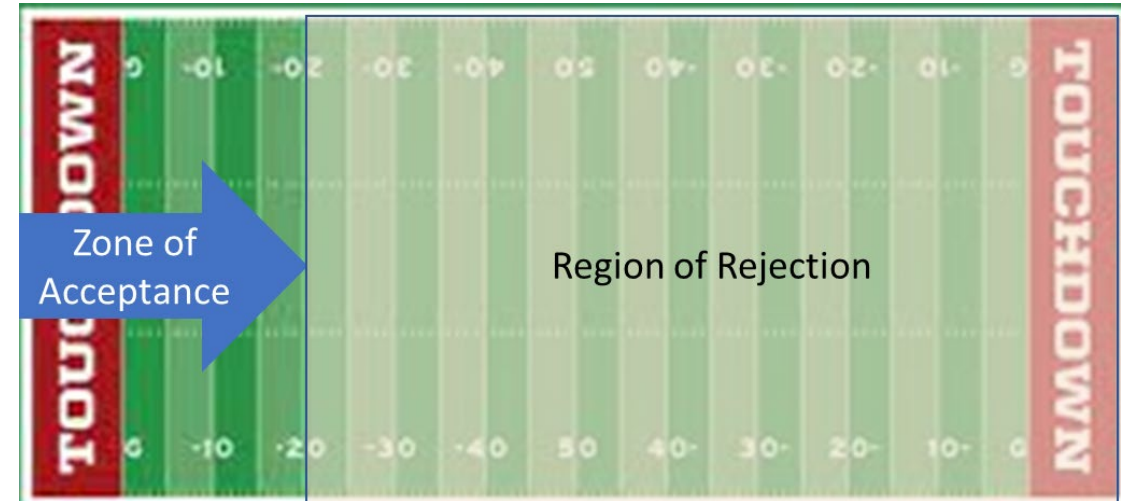
Examples



Distance

How do we mitigate Distance?

1. Find the movable middle
2. Ask for less
3. Switch the field



Remember:

1. Politicians win elections by showing compromise
2. Don't ask for anything in deep Region of Rejection
3. Anchor in similar situations then compare/switch

Uncertainty



Uncertainty is a factor in behavioral economics.



People in an uncertain environment are assumed not to calculate the optimal choice rationally in order to arrive at a decision.



Instead, they make use of decision making heuristics

Heuristics

A subfield of cognitive psychology and behavioral science. Simply put, Heuristics is **shortcuts** individuals use to simplify the assessment of probabilities in a decision making process.

The three common heuristics are *availability*, *representativeness*, and *anchoring and adjustment*



Heuristics

Baseball Bat & Baseball Problem.

OR



Heuristics

Ferrari and Ford Problem

A Ferrari and a Ford together cost \$190,000

The Ferrari costs \$100,000 more than the Ford

How much does the Ford cost?



$x + x + \$100,000 = \$190,000$

$2x = \$90,000$

$x = \$45,000$

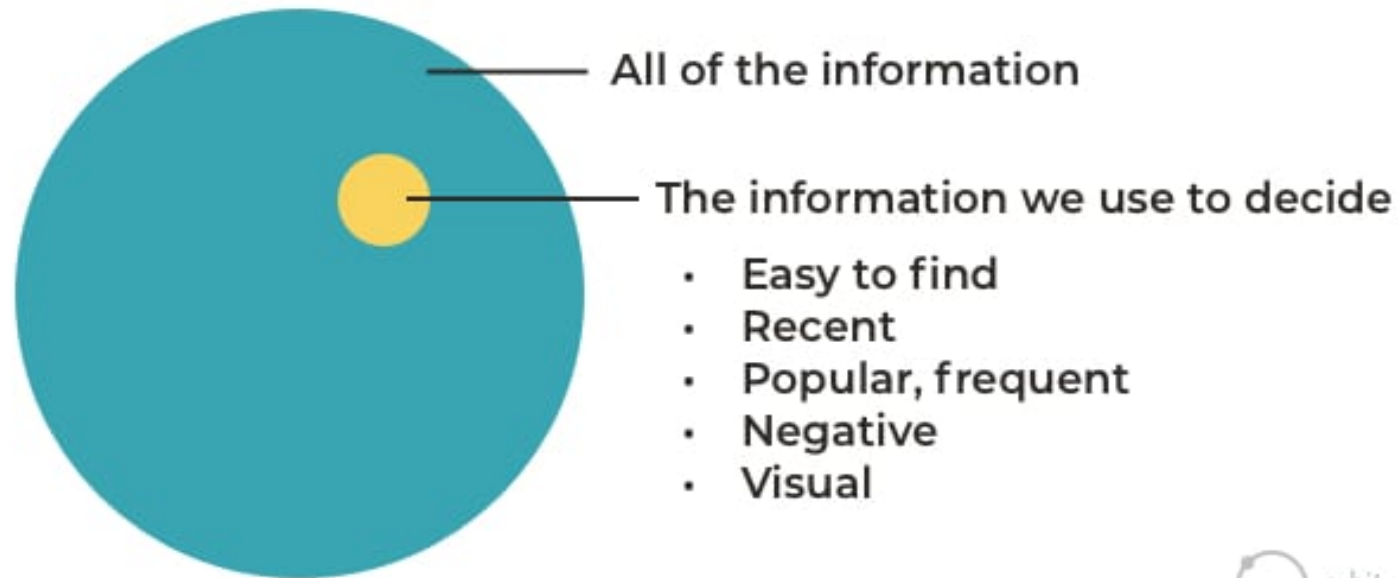


Availability

Availability heuristic refers to the tendency to assess the probability of an event based on the ease with which similar instances of that event come to mind.

Social Media is the TRUTH.

The Availability Heuristic



Representative

Representative refers to the tendency to assess a situation (or “stimulus”) by judging the degree to which that situation corresponds to a previous mental model.

We judge by what we’ve seen before.

We associate people, events, situations with other experiences and judgements.



Anchoring and Adjustment

Anchoring and adjustment refers to a process in which an individual's previous response serves as an anchor, and other information is insufficiently used to adjust that response.

The anchoring and adjustment heuristic is based on the assumption that people often start their judgmental process by focusing on some initial value (previous judgement) that serves as an anchor.



Uncertainty

Choices under Uncertainty, is different than that of ambiguity.

Uncertainty choices occur when individuals face Risk over a known probability distribution over a range of outcomes.

Ambiguity, occurs in an unknown environment.

Uncertainty Behavioral Economics is the tendency to select from the known versus the unknown.

Uncertainty Examples

- Fire Apparatus, Equipment, and Supplies
 - Delay
 - New Ownership
 - Cost Increases
- Promotions
 - Internal Vs. External Candidates
- New Elected Officials Vs Known Elected Officials



Corroborating Evidence



Corroborating Evidence



Conventional wisdom states if someone is unwilling to change you should: try harder, continue trying, show them the evidence, etc.

Translation Problem – When you head a recommendation you try to make sense of it. Who, What, When, etc. The stronger the attitude the greater the translation problem

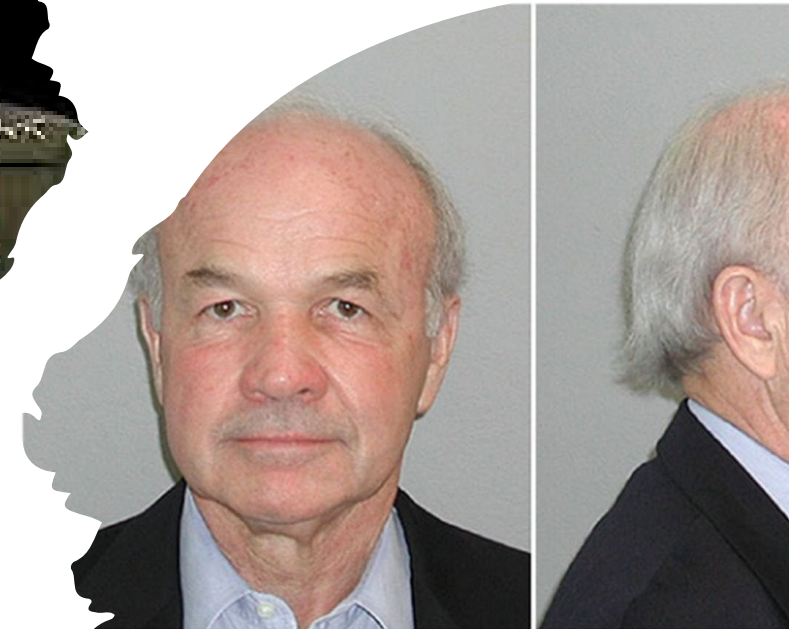
Counter Corroborating Evidence

- Credible Sources
- Strength in Numbers
- Create Fear of Missing Out (FOMO)



Counter Corroborating Evidence

Credible Sources – Who makes the recommendation can be more important than what the recommendation is



Counter Corroborating Evidence

Strength in numbers



Counter Corroborating Evidence

Timing is everything!!

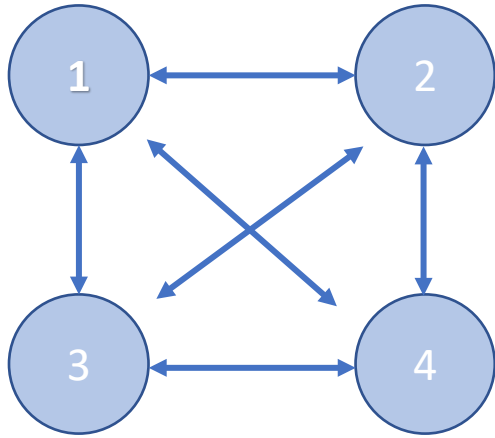
I recommended the show today. Three weeks from now someone else recommends it, will it make a difference?

What if I recommend it today. A friend recommends it tomorrow, and your neighbor recommends it the day after that?

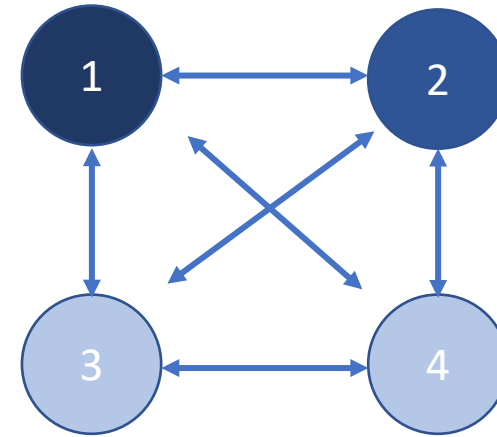
It is becoming the next hot thing you don't want to miss out on. FOMO



Where to concentrate your efforts



For weaker held beliefs use the sprinkler effect. A little goes a long way.



For stronger held beliefs use the fire hose approach. Concentrate on one sector.

Reactance	When pushed, people push back. <ul style="list-style-type: none">• Provide a menu• Ask, Don't tell• Highlight a gap• Start with understanding
Endowment	We are attached to the status quo. <ul style="list-style-type: none">• Highlight the cost of inaction• Take the status quo off the table
Distance	Ideas outside of the zone of acceptance are disregarded. <ul style="list-style-type: none">• Find the moveable middle• Ask for less• Switch the field
Uncertainty	Seeds of doubt slow the winds of change. <ul style="list-style-type: none">• Reduce the upfront costs• Drive discovery• Make it reversible
Corroborating Evidence	Some things need proof. <ul style="list-style-type: none">• Credible sources• Strength in numbers• Create FOMO

Embrace Change

- Understand how these barriers are preventing you from embracing Change!
 - “We need more leaders that aren’t just willing to listen to others ideas, but willing to be persuaded by those ideas.” – General Mattis
- Know that the fire service is changing and will continue to change!
 - Start talking about this with your firefighters
- Use your knowledge of these barriers to help your firefighters embrace the change
- Know that at the end of the day not everyone will be willing to change



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Sources/Recommended Reading

