

Session 10 (JW)
Dealing With Closed Minds

MAST4001 & MASTG003
STUDENT HANDOUTS

Session 10

Dealing With Closed Minds



Today

- **To identify situations where:**
 - **There are high uncertainties over goals / priorities and / or conflicts of interest**
 - **The outcome cannot be predicted with any degree of certainty**
- **To develop strategies for influencing people and changing minds within this context**

Session Objectives

- **At the end of this session you will be able to:**
 - **Identify situations where conflicts and uncertainty over objectives and outcomes are high**
 - **Suggest ways in which hearts and minds can be influenced**
 - **Describe the four influencing strategies, and situations where some (or all) may be used in combination to influence a decision**

Assumptions Today

- **High uncertainty over methods / consequences**
 - Decision-makers are unable to envisage the outcome or conferred advantage
 - And / or are faced with proposals that are outside their understanding or experience
- **High uncertainty over goals / objectives (conflicting interests)**
 - Managers and / or sub-units within the organisation have conflicting interests or have different views on the best way to achieve a broad objective
 - Will not subordinate own needs / views to those of the organisation

Uncertainties over methods / consequences / outcomes

Low

High

High

**Uncertainties
(or conflicts)
over goals /
objectives**

*Negotiate &
bargain*

*Inspire
(Help!)*

Computation

Judgement

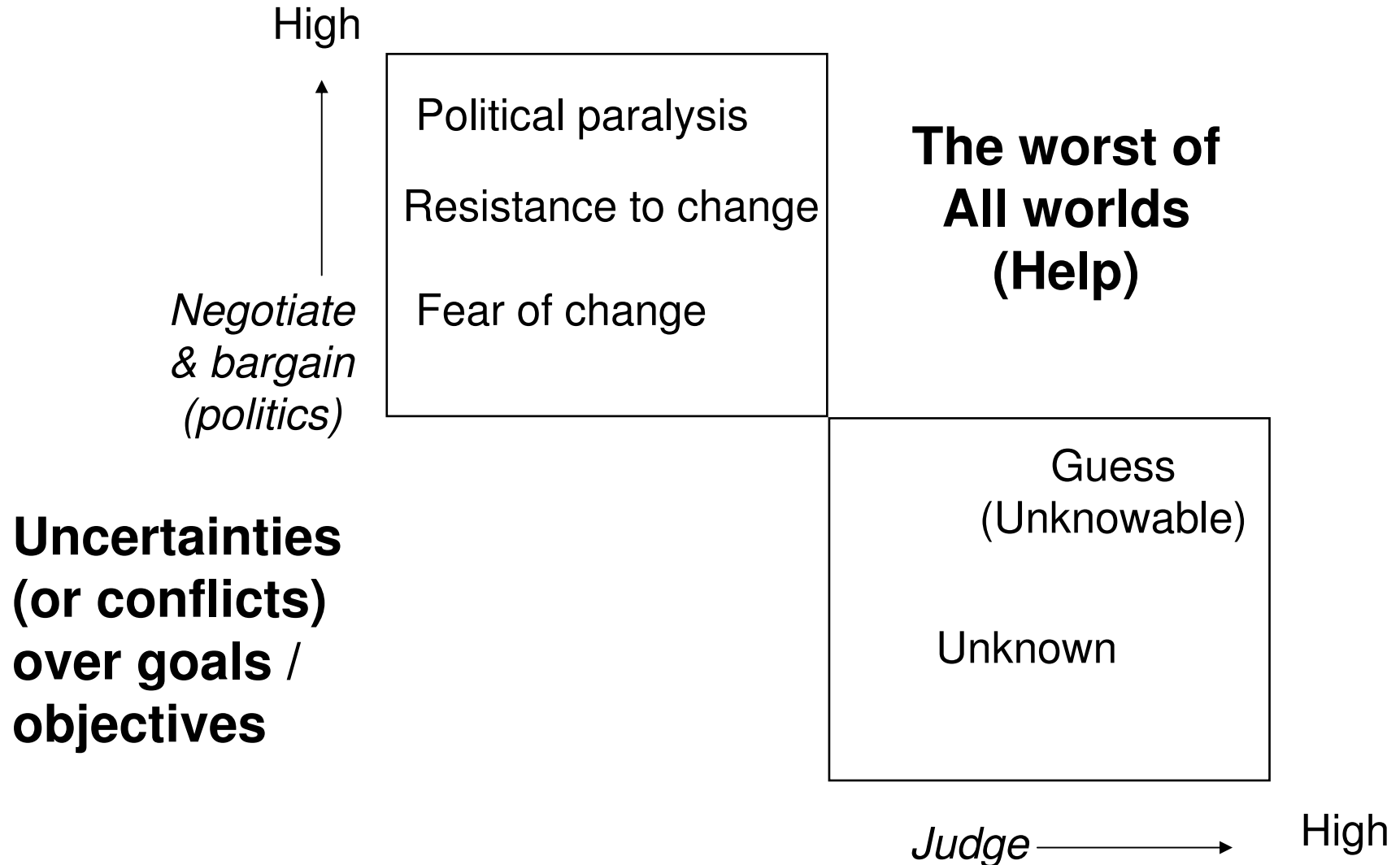
Low

| | |
|------------------------------------|----------------------------|
| <i>Negotiate & bargain</i> | <i>Inspire (Help!)</i> |
| <i>Computation</i> | <i>Judgement</i> |

Why Help?

- **Conflicts / politics**
 - Everyone is against you (what you're trying to do)
 - Believes the proposal is not good for the organisation (or themselves or sub-unit)
 - No agreement on what's best (for organisation, etc...)
- **High risk idea**
 - No-one believes the proposal
 - It won't work (here or at all)
 - Provide any benefits even if it does
- **What can you do?**

Uncertainties over methods / consequences / outcomes



For Example....

- **High vested interests, very uncertain outcome**
- **Usually contentious situations:**
 - **Major business process re-engineering and culture change programme**
 - **Experiments to clone human beings**
 - **Closing down the NHS**
 - **Taking on (fighting) one of the largest corporations in the world.....**

What Can You Do?

- **Give up, find another problem**
- **Become lone, frustrated voice of change / doom**
- **Bide time - gather new evidence, gradually build consensus**
- **Wait for change of vision / mindset**
- **Go to more receptive organisation, sponsor**
- **Or....**

Make It Happen....

- **Influence their hearts and minds**
 - Get them to care
 - Get them to act (show them a way forward)
- **How?**
 - Inspire
 - Create a more powerful vision of a different future
 - Get them to see things in a different light
 - Reframe the problem
 - Change the rules of the game (basis for argument)
 - Create a crisis

Inspire

- **Lift ‘them’ above narrow, parochial views**
- **Create a bigger cause, move people**
- **Develop a powerful vision that:**
 - **Inspires individuals to pull together to achieve higher things**
 - **Leads them to understand what are the right (or the wrong) actions now to take**
 - **Guides actions and decisions**
 - **Lead by example**

Inspiring Others

- **We all have the capability to inspire:**
 - Belief and passion
 - Own actions
 - Imagination & creativity
 - Powerful vision
- **Need to:**
 - Articulate the vision
 - Have a plan for achieving the vision
 - Define the purpose in a way that is meaningful to others

Sources of Inspiration (Hearts)

- **Song, hymn**
 - e.g. A national anthem
- **Speech, sermon, play**
 - e.g. “I have a dream” (Martin Luther King)
- **Humour, cartoon, ridicule**
 - Used as propaganda against Hitler in World War II
- **By example**
 - e.g. Rosa Parks, Gandhi
- **Poetry,**
 - Used in World War I to recruit & subsequently to protest
- **Picture**
 - e.g. Emotive images (Band Aid & Live Aid in the 1980s)

Change Perspectives (Minds)

- **Reframe the problem**
 - Present the problem in a different light, e.g:
 - Is a glass half empty or half full?
 - Emphasise what can be done, rather than what can't
- **Change the rules of the game**
 - Issues on which people debate, compete, argue, make decisions
 - e.g. Decriminalisation of cannabis in Lambeth, argument was police time - not pros / cons of usage
- **Create a crisis - status quo no longer an option**
 - e.g. Rosa Parks & Martin Luther King starting the American civil rights movement

Big Burger

- **Need to persuade many groups**
- **You cannot rely on reason alone:**
 - **Uncertain outcome (but the financial cost of losing is high)**
 - **Law is an ass**
- **Many rank own interests above the community's**
 - **Have own vested interests**
 - **Are indifferent and difficult to mobilise**
- **What do you do?**

Big Burger

- **Inspire**
- **Give hope that something could be done:**
 - We can stop a drive-through
 - Another community has just done it
 - We lose nothing by trying - if we don't try they get the lot!
 - This is what we need to do....
 - And every individual counts...
 - This is why we think it will work....
- **Reframe**
 - This is what we can do (focus had been on what couldn't be done)

INSPIRE - Residents / Parents / Governors / School Staff

To write to ward councillors, MPs, Planning Office

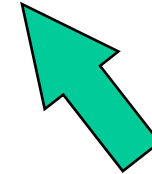


(Votes are at stake)

INFLUENCE JUDGEMENT (and build power)

(Reduce perceived risk)

(Gain votes, no risk of costs)



COMPUTE

Research technical
arguments

(No costs if goes to Appeal)

NEGOTIATE

Persuade support
(Behind-the-scenes meetings)

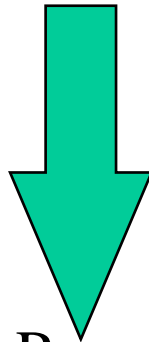
INSPIRE - Residents / Parents to write to press



INFLUENCE JUDGEMENT
(Give us good coverage)

LUCK

'Wrong date' letter



High Press Profile

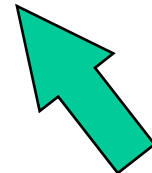
INSPIRES

Helpers; Public opinion

NEGOTIATE

Photographer, Front page

Run stories



INSPIRE - Residents / Parents / Governors / School Staff

To attend lobby and planning meeting

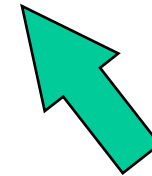
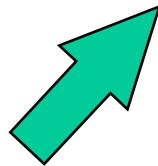


(Votes are at stake)

USE POWER

(Reduce perceived risk)

(Gain votes, no risk of costs)



COMPUTE

INFLUENCE JUDGEMENT

Present technical
planning arguments
(Backed up by report)

Strong presenters
Photoboard
(Persuade strength of case)

RATIONAL and EMOTIONAL



How planning
decisions made



Appeal to
self-interest

If RATIONAL only - Won't take the risk (No perceived gain)
(No Lobby/attendees)

If EMOTIONAL only - Can't take the risk (Costs at Appeal)
(No planning grounds)

Lessons From Big Burger

- **Anyone can be a leader (in the right situation)**
- **Sometimes it pays not to give up**
- **Innovate in the means as well as the end**
 - Innovation is not just about developing new products
 - Creative solutions to problems
- **Power can be taken (and built)**
- **Don't under-estimate the potential power of others**
- **Organisations ignore their stakeholders at their peril**

Skills Needed

Uncertainties over methods / consequences / outcomes

Low

High

Uncertainties (or conflicts) over goals / objectives

High

Selling, negotiation,
Able to perceive others'
values, weaknesses.
Creative
problem-solving

All these plus
vision & poetry

Low

Technical,
Computation,
Rational argument

Team-building,
Visionary, Creativity,
Experimental,
Communication

- **“Vision without action is merely a dream. Action without vision is merely passing the time. But vision with action can change the world.”**

Nelson Mandela