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What we're going to talk about today is a concept called a burning platform. And I know that my title was a little bit maybe cheesy or a little bit designed to draw you in, but the whole idea here is that we're going to talk about what a burning platform is, where it comes from, and why it can cause you problems, what are the challenges with that type of an approach when you're trying to introduce change? So we'll go ahead and move on here. So what we're going to talk about today is we're going to talk about what is a burning platform. And basically I want to tell you where it comes from, why it came from where it came from, and then also we're going to talk about some of the negative aspects

We're going to get into more of that with the pros and cons where we're going to talk about what's a good part about, what's a good idea behind a burning platform type approach. And then we're also going to talk about the bad side of it, right? What are the negatives to it? And then we're going to talk about an alternative and then we'll wrap up. So hopefully we'll be here a little bit, right at an hour is what I'm guessing. So where did a burning platform came from? The concept came from a guy by the name of Daryl Conner. Okay. So Daryl was looking for a metaphor on why is this compelling reason that organizations, when they go through change, they always come up with this almost dire situation that they use as a way to get people motivated?

And Daryl was big in change management back in the '80s when it was first getting formulated and he as watching the news one night and he came across an interview of an injured roughneck and the roughneck made a statement that really impacted Daryl, really left a mark on him. And he felt that the remarks of the roughneck were such that it gave him the idea for what he felt like was a perfect metaphor of what he's trying to communicate. He was trying to create a metaphor that had an emotionally compelling reason for change. What do you think he said in that interview? It's pretty interesting, so we'll find out, and that's a big part of what we're going to talk about today.

So a burning platform is a specific kind of pain message that relays a serious sense of urgency. It encourages people to make radical changes based on the fact that they don't want it, whatever the message is, we don't want that outcome. It could be the type of message that your company uses to try to transform the company or it could be something that you yourself may use or someone may use to encourage you to make a career move. So as I said, Daryl Conner was the one who came up with this watching a news interview where they were interviewing somebody who was injured. In 1988, an oil rig exploded in the North Sea by Scotland. it was tragic.

There were roughly 167 deaths and 61 were injured. Three roughnecks were able to escape the fire and get out on the platform, the part of it that wasn't quite burning yet. They faced the decision most of us would want to have to make, stay on the platform and potentially burn to death or take your chances and jump into the frigid waters below. It was about a 200 foot drop. Under normal circumstances, most of us would not be in our right mind if we considered doing that. Most of us would be worried about what the impact was. The oil had started coming up from the bottom because of the explosion. It was on fire in the sea. There was debris in the sea and yet you're going to jump from a perfectly good platform into frigid waters where you might live no more than 15, 20 minutes.

Well, of the three roughnecks, one of them jumped and he lived, the other two stayed on the platform and died. And in the interview at the hospital, the roughneck who survived made the comment that the burning platform caused him to do something he would not normally do. What emotion do you think the roughneck felt at the time? My guess is fear. In an interview, the roughneck's quote was, "I had to

make a decision. It was either jump or die." I suspect he was thinking something like trying to weigh out certain death versus potential death or maybe it's which way do I want to die? Right? Do I want to burn up or do I want to just fall into the ocean and potentially drowned or potentially freeze to death?

I can't imagine having to make that decision. I can't imagine that in my mind, and I'm sure most of us on this call can't either. So where does fear live? Where does it come from? Fear comes from the human brain, and if we take the human brain and we break it into three different parts, you can think about it as being a human brain, a mammal brain, and then a reptilian brain. The human brain is the one that differentiates us from other forms of life on earth. It's where we get our language. It's where we get our abstract thought, imagination, reasoning, consciousness. They all come from the human brain. It's what really separates us from most other animals. The mammal brain is where our feelings come from. It's our emotions, our memories, our habits.

Reptilian brain is the oldest part of the brain. It's where reptiles, mammals, and humans all have some form of it. It's the oldest part of the brain and it's where our automatic functions come from. It's where we have things like breathing, like our heart beating. It's where they all come from. It's also the core spot where we have this one instinct that comes up when we get scared and it's the fight or flight scenario. Right? And that comes from the reptilian brain as well. Stupid thing. There we go. Okay. So the effect of fear on us is it invokes that reptilian brain. We rely on our instincts to keep things the same. We take less risks. We choose to flee if we can. If we can't, we fight. If we're backed into a corner, we're going to fight our way out.

But for the most part, we attempt to flee. We attempt to avoid the situation. The challenge with this is that we're just trying to get out of the situation as painlessly as possible and that's not always the best way or the best outcome for us is to avoid pain. With what's going on right now, many of us are trying to get through to the other side of this COVID virus thing. How does the other side look potentially for us? For many, we're reacting out of fear right now. We have to figure out how to start looking past this. Is our business model going to change? Is this the end of going to the movie theater? For many businesses, is this the end of the office as we know it? Are we going to be able to work remotely? What are the advantages to doing that?

There are certainly a lot, right? We've eliminated commute times. We've saved money. We're not buying gas. We're not eating lunch out. That's also got some downsides to it as well. So right now we're all trying to get back to the good old days, right? The days before the COVID virus. But were they so good or were they just different? So let's take a look at that definition I gave earlier about the burning platform, right? It's not really about a specific kind of pain message. It's really about a threatening kind of pain message. It's really about where we're threatening people. We're motivating them by fear.

A burning platform message can be used to generate activity and engagement for a short period of time. The adrenaline kicks in. We're scared, we're worried. We want to do everything we can to stop, to get away from the pain, to get away painlessly. Without changes as we settle in with this message, we hear it over and over and over again. We move back to activity as normal, right? Engagement starts to slide back to where we started. In some cases, it even slides back further because now we're numb to the idea that the platform is burning, right? We're numb to this threat that's out there. We get used to it. And so the takeaways from this that I hope you get are that the burning platform is a threatening message that really relays a sense of urgency.

It was a term coined by Daryl Conner and that it can introduce feelings of fear and cause great anxiety and it may invoke our fight or flight emotions, our reptilian brain. Most of us don't act well when we get scared or when we're fearful, we will reach out. We will react sometimes irrationally. And so we want to avoid, if we can, we want to try to avoid that.

So what are the pros and cons of a burning platform message? The advantage is, as we talked about, it initiates movement. It's dramatic. First time or two, it can engage us. It can unify your team. It can create a sense of urgency that's fueled by those emotions. We can get a lot done. The disadvantages to this type of message are that it invokes fear and a fight or flight approach or reaction. It encourages resistance because we don't want to change. We, as humans, want things to be pretty much the same. We want change, but we only want it when we say we want it, when we determine it.

It's not sustainable for very long. You can't stay in a firefighting type of environment, or an environment where fear is looming over you all the time. You become numb to it. You begin to start not paying attention to it. You begin to ignore it. We lose trust. We lose trust in our leaders, and our leaders lose trust in us, because they've told us something, we've reacted, we've gone through, it maybe hasn't come through. Maybe we've reacted in a very irrational manner, and the things that we did, maybe they didn't play out. Maybe they didn't work out that way. So we feel betrayed. It's fatigue. It'll increase fatigue within the organization. You become tired over time from doing that. When we're responding, we want to know that it's warranted, right? That it's valuable. that it's not just something that happens.

Fatigue happens to doctors a lot. When doctors get alerts, eventually over time, if they get too many alerts and the wrong kind of alerts, they begin to ignore them. If you think about your phone. If you're getting emails all the time and your phone's going off, you get to a point where you just ignore it when it's going off. And so we want to make sure that fatigue doesn't set in. It can also be reactionary and not strategic. So we may react and do something that may not be in our best interest. We may do something that can actually cause the organization, or cause ourselves harm in the long run, but maybe it feels good in the short run.

An example of that might be mass layoffs where we're not taking into account necessarily who do we want to keep around, who do we want to stay with our organization. We may exit lines of business because they're not profitable today, but yet they may be the lifeblood of what we do going forward. We may shut down on strategic projects that are going to change how we do things and how we react. And so we want to make sure that when that happens, we want to make sure that we're doing the strategic things, and we're reacting in a way that is rational.

So then there's the idea of the resistor. There's something that sounds noble when I say the word resistor. I think, for me, it comes from watching movies like Patton and things like that, growing up as a kid, where the French Resistance was a noble thing. You were competing against all odds. You were an underdog. And resisting is an intentional act of trying to not change, or not changing.

To get you to want to change, we have to balance four components. The first thing that we have to balance is the reward. So the reward needs to be big enough and important enough to us that it motivates us. But we all know that rewards, in and of themselves, aren't motivation. If we have to climb a mountain to get a $20 reward, we're probably not going to do that. However, if we climb that

mountain and we get $10 million, a certain percentage of us might do that after we weigh out the other things that we need to weigh out.

Your rewards don't always have to be monetary or a promotion. It could be mastery. Self-worth. Could be altruistic. It could be a commitment. Could be commitment or dedication to an organization. Could be power. Could even be ego. Could be the motivators that motivate us for change. The rewards need to be apparent for an individual to change. So individually, we need to know what the change is and what that reward's going to be. Not for just the organization, but for me personally. What benefit am I going to get out of it?

The second component is the negatives that we encounter. The risk. I use the term risk because they're not recognized right now. They're potential downsides that, as we go forward, they may or may not come to fruition. An example of risk might be risk to our reputation, financial risk to the organization. We're going to spend money that maybe we're not going to get a benefit from. It could be something as simple as if I go on this project, I may have to work overtime. That could be a downside to this change. The risk of the new change needs to be low, and it needs to be manageable. We need to feel like we've got a good chance of succeeding, that the percentages are high that we're going to succeed.

The third component is the pros of not changing. And what I called that was, I use the term there comfort. So what are the things we're comfortable with that we've grown accustomed to, we think we're entitled to. Whether it's our own cubicle, whether it's that we get to a certain level, that we're given a MacBook, we get a title, we get a bonus. Whatever those things are, those comforts are there. And for you to resist, you still need to feel like they're there. You need to feel like you still have a part of those that are there. And in some cases, those comforts could become your identity, right? Could be, I'm a state employee and I am a developer. And maybe in the new world I'm going to be configuring software rather than writing software. So our identity could be part of that no change, that comfort that we get.

The fourth component is cons. It's fate. Fate being, if we don't change, our fate is going to be this. This is what's going to end up happening. We're often blind to the negatives of the current state because we have fatigue. We know that people have threatened in the past that certain things are going to happen if we don't do it, if we don't undertake it. It may be that the fates that are out there, the things that'll happen if we stay, maybe it's somebody threatening us and they have no teeth. We've gotten used to them threatening us. We know they're just a blowhard. That's not really going to happen. For this to be relevant, it's got to feel like that fate is imminent. Like it's coming toward you. It's not disaster. The platform's not on fire. We're not in a life or death situation. But we are going to have to change, and we need to get our head around what that means and how that moves forward.

As it moves closer and closer to us, the fate eventually kicks in our reptilian brain. It's where it reaches out and it says, "Okay, we've got to go now. We have not gone to this point. We've found a lot of good reasons why we haven't. We have to go now." That's where your reptilian brain kicks in. And what we want to try and make sure that happens is that while it's so far out, we're using our human brain to grab it and start working it. To start figuring out how we're going to achieve this, why is this important to us, and start talking about what that is, so that we're actually increasing the size of the positives for change. We want people to start being comfortable with it. If you just whip the burning platform message on

somebody, they're going to be shocked. They're going to have trouble processing it. They're going to go through a series of states where it's going to be difficult for them to come to grips with what's going on.

We need to remember, too, that different people have a different pace of acceptance. They have a different rate of acceptance. If you've been around me at all, you've probably seen this curve at some point in time or the other. It's the adoption curve. The technical term, it's the diffusions of innovations theory. And it's the idea that we all absorb change at a different pace, at a different rate, at a different time. It takes some of us longer.

What's really interesting is that when I use this curve in a class, a series of classes, actually about 11 in a row, and what's interesting is that most of us, when I ask people to go up and plot where they are on the curve, most of the people are in early adopter, or innovator, or right down the line of being in that early majority. So most people view themselves as being innovative, as being somebody that likes change. Even somebody who might have been in the same job for 25 or 30 years, using the same software and the same processes, they still view themselves as innovators, as being people that really embrace change.

And so what we have to remember is that everybody's unique, and it's a good thing for us everybody's unique. Individually, we're each at different spot on the curve. We have our own values, our priorities, our own context, and our own rationalizations that influence how quickly we accept change. We need to not lose sight of the fact that when we implement change, that everyone is unique. We, typically, when we do change management, historically, we've come in and said, "Okay, we're going to do this change. Here you go. Here's the agenda. Here's the steps everybody's going to follow." And it doesn't always work. And we wonder why it doesn't work. We assume that everybody's going to either get on board, they're going to be a resistor, or they're going to leave the organization.

For years, as I said, I've agreed with this concept. And today, I don't buy it anymore. I think that there's a positive approach we can take that deserves our best efforts to help everybody in the organization through this process when we're going through a change. And I think, hopefully, by you being here, you agree with me on that. That it is important that we take a human view of this, and an individual view of change, and consider it at that level, not just at the organizational level.

So where are you at? I'm back to my question I asked earlier. Are you a resistor, or are you in the late majority? I think it depends really on where you are, and whether the change is one you chose, or one that's thrust upon you. Did you have any input into making this decision, or was it just in the form of an email to you? Or maybe your boss got everybody together and said, "Okay, we're going to do this big project. Here's the plans. Here's your role." That changes dramatically how we accept change, and whether you're a resistor or not.

I'm not convinced, as well, that everyone that we perceive to be a resistor is actually a resistor. I think there are a lot of folks that are in the late majority, that maybe we haven't got that balance between the pros and cons of change, and the pros and cons of no change. We haven't got that balance quite right. Everybody is motivated by different aspects. And depending on how you structure that, you can help bring people either forward with you, or you can leave people behind. So I think we really need to think about that as we go forward.

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Well, why do we have to change in the first place? I don't have a good answer to this. I used to have a good answer to this until a couple of months ago. Man, I don't have a good answer for this, right? Who knows why the virus kicked in? Who knows where it came from, in spite of all the different theories that are out there. Change happens. And it's one of three things that's consistent in life. Death and taxes are the other two. So change is always going to be here. And what I think's interesting is when you think about this quote by Darwin, "It's not the strongest of the species that survives, nor is it the most intelligent, but it's the one that is responsive to change." It's one that's adaptable. It's one that's willing to learn.

Over my career, I've spent, I don't know how many years, reinventing myself. It seems like that every six to eight years I have to reinvent myself because some change happens. We've moved from mainframes to PCs. We moved from PCs to networks. We moved from networks to the internet. Now we're talking about virtual reality, and we're talking about AI, and we're talking about machine learning, and deep machine learning, if there's a difference between that and machine learning. Blockchain's another one that's coming up, that is coming to the forefront.

We all have to be adaptable. When we talk about change and accepting change and whether we're responding to change or not, it really comes down to are we accepting the change that we want? Do we see the benefits in it? These companies didn't respond to change, obviously. Other than beLithe down in the corner. I'd like to think that we are responding to change. But a lot of these other companies are gone, or they're severely, severely impacted.

I heard the story that there's one Blockbuster store still out there somewhere. Sears is pretty much gone. Kodak is around, but in a different manifestation. Kodak, by the way, invented the digital camera back in the seventies. And the CEO didn't want to cannibalize his film business and his development business and all the supplies he was selling. So he certainly had an impact on Kodak. BlackBerry is still around. Digital's gone. Digital went away when PCs came out and networks came out. We didn't need digital computers anymore. We didn't need mainframes anymore. We still have them around, but we didn't need them in quite the number and in quite the power that we have them today.

Many folks are under this impression that if you've got a great brand and a track record of innovating, you should just stay the course. What most companies don't get is that they have multiple vulnerabilities. Vulnerabilities that can kill or cripple them very quickly. Sears had some great brands, for example. The Craftsman. I have a whole shed full of Craftsman tools. It was a cash machine for them. What'd they miss? Well, they missed Walmart. They missed the fact that they were... Sears was selling medium of the line clothes. Somebody was going to come in and sell clothing that was cheaper, and make it easier. And not only could you buy your clothes, you could get your car changed, and you could also buy your groceries. So Walmart just ate them. Same thing happened to Kmart. They're all gone. RIM.

BlackBerry didn't pick up on the fact that most people wanted a pocket computer. They didn't really want just a cell phone. They wanted to be able to look at their email. They wanted to be able to get on the internet. They wanted to be able to message each other back and forth, not just be on the phone. How long can most companies exist if their revenue's eroded over time? How long can companies exist if their revenue goes away in two months? We're going to find that out. And it's tragic, and it's devastating what's happening. And who knew that we were all this vulnerable?

70% of all change initiatives fail. 30% of all change initiatives succeed. For years I've talked about The Standish Group's chaos report, and I've quoted the fact that software projects were successful in the range of about 25 to 30%. I've always been struck by that statistic. Think about it. 30% of all changes succeed. You're better off going to Vegas and gambling... when it's open... than you are trying to put through a change. At least in Vegas you got a 50/50 chance of succeeding, or maybe 49/51. You're definitely not at the odds that we see here.

So the the takeaways from this section are that a burning platform can create activity and motivation. It has long-term negative effects on individuals and ultimately your organization. And that acceptance of change is really at an individual level. It's really important to remember that. And we all need to remember that we need to survive, individuals and organizations all have to change. We can't stay the same. People accept change on their terms, when they want to. When they're forced, it can cause damage to them or to the organization. Saying that organizations have to change to survive. We have to change ourselves. 15 years from now, most of the Fortune 500 will not be in the Fortune 500 anymore. Some will remain. Some will move out. Some will go away. Others will get bought and will get acquired, and others will move in. Organizations that we haven't thought about are waiting to bust into that Fortune 500.

So the key is for the change to be perceived as our change. It's not leadership telling us what to do. It's not their change. The key is for it to be all of our change. And that's what we need to try to communicate. That's what we need to try to convey when we're introducing change.

There's enough volatility and uncertainty going on right now in the world right now. Scaring people is not going to do any good. They are not going to react. They're already scared. So the message like, "Hey, we either do this or we die", that's not going to resonate. People don't get inspired by threats. People get inspired by what's next, what's the future hold? do I have hope? That's what we need to be focusing on, not just using the burning platform message of, "The company's going to go under if we don't do X, Y and Z. That may be true and very well might be something that factually is correct. But it's not going to get people motivated. It might for a short period, but what we're in right now is not a short-term activity. This is not a short-term engagement. This is going to be a long slog through a big pile of crap to get out of it.

And so, we need to inspire people. We need them with us, and to do that they have to have hope and they have to have a vision. And that's what we need to be focusing on. So, think about small change over big change. So think about introducing a series of small changes over one big change. Think of it as a small bet versus a big bet. We're going to make a series of small bets and we're going to see how those bets turn out. And based on how we do on the first bet will determine how we're going to bet on the second one.

So, you want to connect our current and our future behavior. We're doing these things that are going to help us in the future. It's going to help us to our future state. We want to engage others. We want to make sure as a leadership team we're inclusive, not exclusive. We want people to give us their feedback on what stays and what goes. What traditions are we getting rid of and what are we keeping? What new traditions are we going to pick up and are going to become ours? And as we go through it, which ones might not work for us? We want to build on the familiar. Now is not the time to come in and change everything at once. Now is the time to make small, incremental changes, small changes and do things

over a period of time. We want to say goodbye to the old ways. So we want to allow people to have an opportunity to essentially grieve about the way things used to be, but also build on top of that incrementally by saying, "Hey, look what the future holds for us."

And then we want to iterate, iterate, iterate. I can't say that enough. We don't want to have big, long plans right now. And I think most organizations and most teams are not really planning too far out in the future. But we need to be iterating. We need to continue to do those things that we know work. We need to continue to do retrospectives. We need to do fixed iterations. We need to continue to gather feedback. Now is not the time to hunker down in your bunker, even though we're probably hunkered down in our homes. We need to be collaborating. We need to be talking. We need to be making sure that folks are on the same page with us. It's actually going to require us to communicate more now, not less.

There is a tipping point as we go forward. Your message, your vision, if you will, has to be adopted by a certain percentage of people and it happens over time. It's going to take some time for us to do that. And while I'm depicting this to be linear for this example, excepting change or adopting change is not linear. It's not something that makes a nice, smooth, even trajectory. Think about the change that you had at work that wasn't successful. Why was it not successful? Organizations are made up of people. Organizations are a collection of unique personalities with a significant number of differences. In other words, one size doesn't fit all. When we're adopting this change, one vision, we hope this is the vision that we get and that everybody gets behind it. But in reality, there are different perspectives on that vision that we need to be aware of and we need to think about, and think about how they're affecting the individuals, not just the organization.

Wanting to transform your organization is not a bad thing. But for that to happen, again, we have to have each individual transform. We need them to transform a little. But if we don't get enough individuals to transform, the organization's not. And one of my lessons learned is when I had done agile transformations in the past is that folks have tended to migrate back to the way things used to be when I left. I didn't do a good job of making sure that the individuals themselves understood what the change was and why they needed to change. It was my change, it wasn't theirs. So we want to make sure that we get enough people in the organization to understand what this change is and to understand what we're trying to do, and get behind it.

The foundations of all that work that I did where I would leave an organization and they would eventually drift back to the way they were, that's what led me to form beLithe in the first place. You can call it an agile transformation or a digital transformation, whatever kind of buzzword you want. We often focus on the process and the technical skills instead of focusing on the transition and the people themselves. We don't focus on the life skills. We don't focus on things like emotional intelligence, servant leadership, difficult conversations, delegation empowerment. I think if we focused on the life skills, the transformations would go much better.

So, Burt Nanus has this quote that says basically, there is nothing more powerful to drive an organization forward than a vision, a long-term vision. When I think about visions and vision statements, I think about Dr. Martin Luther King. I think about Steve Jobs with his concept of, an iPod is a thousand songs in his pocket. I think about, and I'm going to butcher his name, Elon Musk, and his vision for electric cars and space travel, they have a vision, Jeff Bezos, with Amazon. They all have this vision that's

in their head of what they want to try to be, and how they're going to change the world. Many of us are scared right now that we're going to get this virus. Some of us are on a trajectory toward financial ruin. What vision is woven in most of what we see and hear today? It's stay home, protect others. That's an important vision that we need to embrace.

So when you're defining your vision, a lack of a compelling vision's on every single list that you're going to find about why strategic initiatives fail. The vision can't just be compelling for me or for you. It needs to be credible and realistic. And even if it's a stretch, it needs to be compelling for everybody. It has to be shared and it's got to be compelling in such a way that people are motivated and that they have hope. It has to be obvious why this is worth it. Nobody's going to get behind a vision where the future is going to suck. Imagine that, imagine standing up and saying that, "Here's my vision of the future. It's going to suck for you but it'll be okay." People want to know how things are going to get better, what it's going to look like, but also how we're going to get there.

There's been more money wasted in corporate America building visions that end up on a plaque in a conference room or in a lobby. Rarely are they followed. Rarely are we led by leaders who follow those. Many times, those visions are out of date before the plaques even get made. Consider your vision statement to be a living thing. We need to insure that we communicate not only what we're going to do, but why you're going to do it. What's the value in what we're doing. Look at your vision statement from different perspectives. Understand what others' compelling reasons might be for that vision. Iterate on your vision as you go. Draft it, share it, widen the audience, solicit feedback, revise and refine. And then go back to number four, be iterative.

Understand that you're not going to get it right the first time. You're not going to be able to get your hammer and your chisel out and carve it into stone. Iterate on it as you go. Your platform is burning and you may not realize the path you're leading down is going to lead you back into the fire. We need to be able to iterate on it. We need to be adaptable. We're not going to get it right the first time. Transparency, inspection, adaptation are critical right now. We need to be transparent about where we're at and what's going on. We need to be inspecting what we're doing. Is what we're doing working? If not, let's change it and let's change it by adapting quickly. Let's have short feedback loops.

So important takeaways, again, a burning platform can create activity and movement. It's important that the vision statement that we come up with resonates with everyone, and that on some level it resonates, and that there is some hope for the future. And we need to make sure that we understand that those people that we think that are resisting may not be resisting. They may purely be a little bit slower on the uptake. They may be a little bit further down the innovation curve. We need to take that into account and remember that to survive, individuals and organizations have to change.

So I'm going to wrap up now and then we'll stop and take some questions via the chat. So I love this quote out of a movie, it was called World War Z, and Brad Pitt in the movie makes the comment, "Movement is life." That is where I think we are right now. As organizations, we need to start moving. We can't just sit and wait. We can't wait for the government to bail us out. We're going to have to start moving. So start moving.

Remember that as we go forward, at least if we're moving, we're alive. We're trying to find our way out of this as opposed to being the victim and the virus did it to us kind of approach. Be proactive. You'll feel

in much more control personally and organizationally if you're trying to make movement forward and not just waiting for things to happen to you.

Remember that fear is not the answer, that everyone's impacted, everybody's platform is on fire. They might not know it yet. Be innovative in our approach. Assumptions that we've had for tens, decades, hundreds of years, are now thrown out the window. We're in a new normal. A compelling vision can lead you forward. It can spring hope.

Remember that everybody accepts individual change at their own pace and in their own way. Forced change does not work long-term. It might get you through the next week or the next month, or even maybe the next year, but it can have long-term impacts. You cannot get back trust once you lose it.

I'm speaking from experience on that. People have lost trust in me in the past and it has taken a long time for me to get back to that point where they trust me, and it's a hard road to get through. Don't lose your trust right now. Remember that forced change doesn't work. Remember that we're all patient. Be patient. Everybody's in this boat together.

This is the last slide before the Q&A. So we love to talk about this stuff. I love to talk about change. I love to talk about where things are at and I love to talk about what people are trying, what they're understanding, what they're doing, and what's working and what's not working. So reach out to us if you want to talk about it. We love to talk about this stuff.

You can check us out on our website. You can schedule me at www.calendly.com/chrisdaily. You can schedule, there's an office hours' time, schedule it. Let's talk. I've got, as most of us, I'm working from home. I have time spots where I can talk and where I can help people. And so, that's what we really want to do.

Then the last thing I'll say before I open it up to Q&As is, stay safe and wash those hands.

Okay. What kind of questions do you have? So I did get one question.

"What do you think about the company that does not slow down at all?"

That's a good question. So what do I think about a company that doesn't slow down at all? Well, either they've got it right or they've got blinders on and they don't have it right.

I think companies need to have their head on a swivel. They need to be looking around because if they're moving ahead, assuming that things aren't going to change, then you have to question whether they're really looking at what's going on.

You know, things have dramatically changed and with where you work, I know that that it may seem like things haven't really changed that much, but the dynamics of things are changing around, as you know.

People are working from their homes. People are not driving. Kids are now part of the office because we're working from home. I think organizations need to be looking at what might change. If I go back to the slide.

Look at those companies. How many of those companies didn't react? One of the ones that's not on here is Borders. So if you think about when Amazon came out with the Kindle, that was really probably the big thing that really changed dramatically the whole idea of the booksellers, or the companies that sold books because now it went digital.

Yes, because of the convience we would go to Borders or Barnes & Noble and we get a cup of coffee and we could sit and browse through it. Now, all of a sudden we had this thing called the Kindle, and the Kindle changed a lot of the way we buy ... that in combination with Amazon in the way they sold books.

You didn't need to go anyplace else. If you needed it right away, you could check it out and you'd get it within seconds. You didn't have to leave the comfort of your house. You could pick it up right then and there. If you needed the physical copy, you just ordered it. It'd be here next day if you've got Amazon Prime.

Barnes & Noble saw it coming and developed the Nook.. Borders didn't. Border said, "Ah, that's not going anywhere." They had a three year window and it closed pretty fast on them. I think if I were an organization and I were charging ahead, I would be looking at what's going on.

What are the dynamics that are going on that might be impacting me? Because I think organizations that think that this isn't impacting them, if they're not looking at it and they're not talking about it, I think they might be running off a cliff. Who knows? Maybe we'll be back to normal in three months. I doubt it based on everything I'm learning.

We need to be looking around and thinking, "Okay, what's happening here? What's changing? What's not changing?" I know a buddy of mine sells retirement plans for Northwestern to businesses, and I know his business has dramatically changed in the last few weeks.

He can't go out and visit people anymore. He's now got to do telephone calls. He used to be the sales person who would go out and talk to the farmer or to the business owner. Now he's stuck reacting just like Charles Schwab, just like Fidelity, they do it over the phone. So I think it's going to change things and it'll be interesting to see how it works.

"Do you have any suggestions for creating ownership of small changes with newly remote teams for whom this current remote environment is already a huge change. Ownership meaning buy-in?"

Yeah. I think the first thing I would suggest is looking at a team agreement. Looking at the team canvas, which if you want a copy of that, you can go out and get that in our remote working webinar, volume 17. That's out on Thinkific. Create ways where the team can continue to become a team.

What's changed is we've dramatically changed the environment. So try to get ways where they go back and if you've already got a team agreement, let's go back and revisit it. Let's revisit what we're doing here. Let's revisit our purpose as a team. Let's revisit our team canvas and talk about what our strengths and weaknesses are.

Check out the video replay at https://belithe.thinkific.com.

Have an opportunity to do that. Talk about, I like the idea of moving motivators right now. So use the concept of moving motivators, and I think that's also in the remote work webinar out on Thinkific. I'll send the link out there, basically, you can get it. But use conversations to try and drive collaboration with the team

Use the idea of, we're going to go through and we're going to do moving motivators or we're going to revisit our team agreement, or we're going to develop a team canvas. Talk about those kinds of things to build that team camaraderie around the ownership.

Reinforce the fact that, "Hey, just because we all picked up and moved and we're all now remote, we're still a team. We still have to work together." All we've really lost is the visual cues of working together. We haven't really lost the fact that we still have to do the same jobs. We still have to accomplish the same things.

So I would try to focus on those things. I would try to make sure that you're getting together more often instead of less often. I mean, there's a tendency a lot of times for folks to just say, "We're going to have a meeting once a week and we'll get together then." Well, you've lost that opportunity to collaborate in physical space, so you have to create that virtual space for collaboration.

Are there any other questions, comments? Okay, I don't see anything else. So we're a couple minutes past. Thank you for your time. I'd appreciate it if you would share with your friends, your colleagues what you thought about this. I don't expect you to lie. I hope you'll be honest.

As well, go out, check out belithe.thinkific.com. You'll see that I'll automatically enroll you in this class so you can check it out. We'll be posting the audio probably at the end of today or sometime early tomorrow so you can go back and listen to it.

I think that's about all I've got. If nobody's got anything else, thanks for your time. Again, just a quick reminder before I hang up, use those office hours. I'm here, I love to talk about this stuff. As you can tell, I'll talk all day about it. Use those office hours if you need help, I'm glad to do it. Thanks for your time and we'll see you at the next link and think session.