



Different levers for changing people's behavior

The challenge

All managers are permanently faced with the need to get people in their team to change their behavior, be it simply to make them progress, to introduce new working methods, or more radically, to implement a change project. This need for change may, however, come up against various obstacles: some people do not see the need for change, some worry about the negative repercussions, others don't feel able to achieve the necessary changes, etc. Depending on the type of difficulty encountered, the levers to activate will differ considerably.

Six levers for action

Depending on the situation, several approaches can be usefully combined:

IN WHICH SITUATIONS?	THE LEVERS	HOW?
- When people do not perceive the need for change - When the changes required seem impossible	Persuade through clear and empathic communication	- Raise awareness. E.g.: Underline the external forces that are driving the need to change, explain the risks of not changing. - Show that everyone is able to go through this change: acknowledge the fears of your employees, remove uncertainties, etc. - Combine logical arguments with emotional ones. Have your messages relayed by those who have already adhered to the change.
- When the stakes of the change are misunderstood - When adhesion is critical to the success of implementation	Involve , using a participative approach	- Engage in a dialogue on the nature and causes of the problem the change aims to resolve. E.g.: How can we explain the increasing disloyalty of our customers? - Organize a collective reflection on the various possible solutions and the method of implementing the change. E.g.: Organize a brainstorming session to identify the best ways of meeting the customers' needs.
When the change requires new skills or radically different behaviors	Encourage through regular coaching and support	- Recognize the efforts made without minimizing what remains to be achieved. - Highlight the results achieved: you will help your employees gain confidence and at the same time demonstrate the relevance of the change. - Show your refusal of inaction, but be tolerant of errors and failures.
When the habits to be modified are reinforced by the organization in place	Facilitate the change by reorganizing roles and processes	- Define an organization that naturally demands the adoption of new behaviors. E.g.: Form cross-disciplinary teams to compel people to open up to the rest of the company. - Redefine responsibilities according to your objectives. E.g.: Entrust a project to a team rather than to one person. Ensure that the resources required for the change are allocated. E.g.: Provide training, allocate additional budget, recruit, etc.
- When employees see no benefit in changing or don't feel personally concerned - When the change requires significant effort	Incentivize to change using targets and rewards	- Translate the change into concrete targets for your employees. E.g.: Promote customer focus → reduce file processing times. - Recognize not only results, but also the adoption of new behaviors. - Offer an "immediate advantage" to motivate your employees. E.g.: Bonus, training, opportunity to work on a motivating project, etc.
- When the change is categorically rejected - When the urgency of the situation precludes hesitation	Impose the change by constraint	- Avoid using constraints too often or you might end up demotivating your teams: try to return to a less coercive method as soon as possible. - Impose your decisions while at the same time explaining your reasons. Listen to the feelings of your employees: you might be able to adjust your decision slightly to show that you have taken them into account. This will also help you maintain dialogue, despite disagreements.