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Driving Change

Who is the guy in front of you?

- Heiko Tholen
- Psychologist
- Former Head of Online Marketing in several Startups
- Lecturer in Organizational Psychology
- Business Trainer & Coach



Why do people hate change?

Let's go into detail: what are the psychological underlying mechanisms?

Rubicon Model

Self Efficacy Expectation

How to apply this?

Why do people say: „Ok, cool“ & nothing happens?

- They were not able to see/feel the reality of disabled people
- They have too many things to consider
- They feel no ownership
- They did not cross the Rubicon

When did society change (or not)?

- People (re-) acted different in different crisis:
 - Climate crisis
 - Covid crisis
 - Russian war

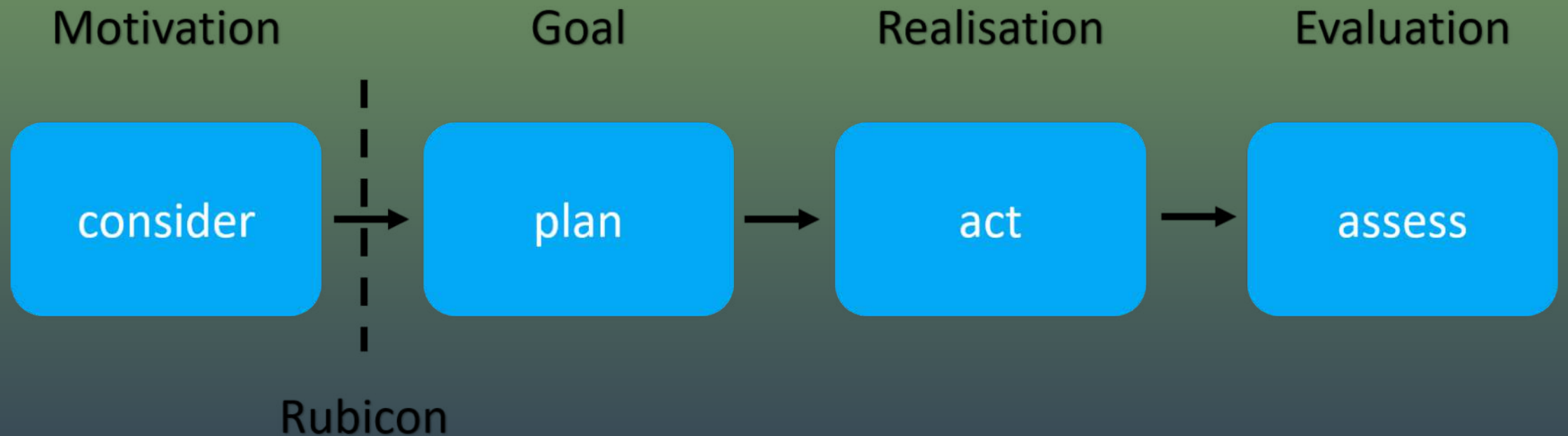
People basically hate change. Why?

- Someone else made the decision & nobody asked me!
- Uncertainty
- I was not even involved
- So it cannot be good

The Rubicon Model of motivation

- Rubicon = River in Italy
- Caesar crossed the Rubicon w/ army in 49 bc
- Start of civil war & dictatorship

The Rubicon Model of motivation



How to push people across the rubicon?

Self-efficacy (expectation)

- Is the basic & underlying mechanism.
- People hate low self efficacy
- It makes them literally ill
- The dog experiment (early 70s)

So when do people drive change?

- High self efficacy expectation

AND

- Expecting major advantages

OR

- Avoiding serious disadvantages

Example: public health system

- In some countries, public health systems really work
- Sufficient, if decision makers are part of it

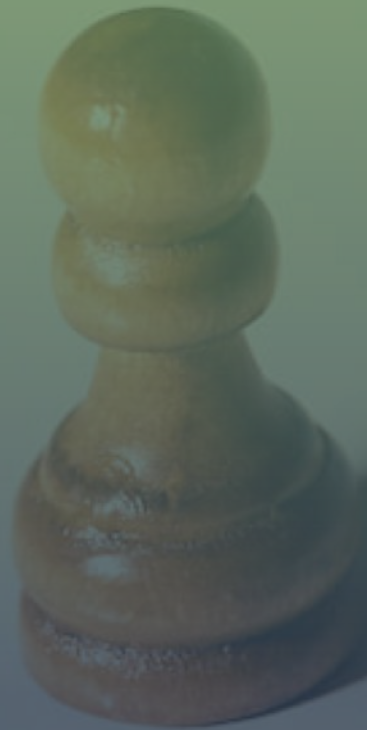
Let people experience difficulties

Ask Board Members to be accompanied to events by people w/
disabilities

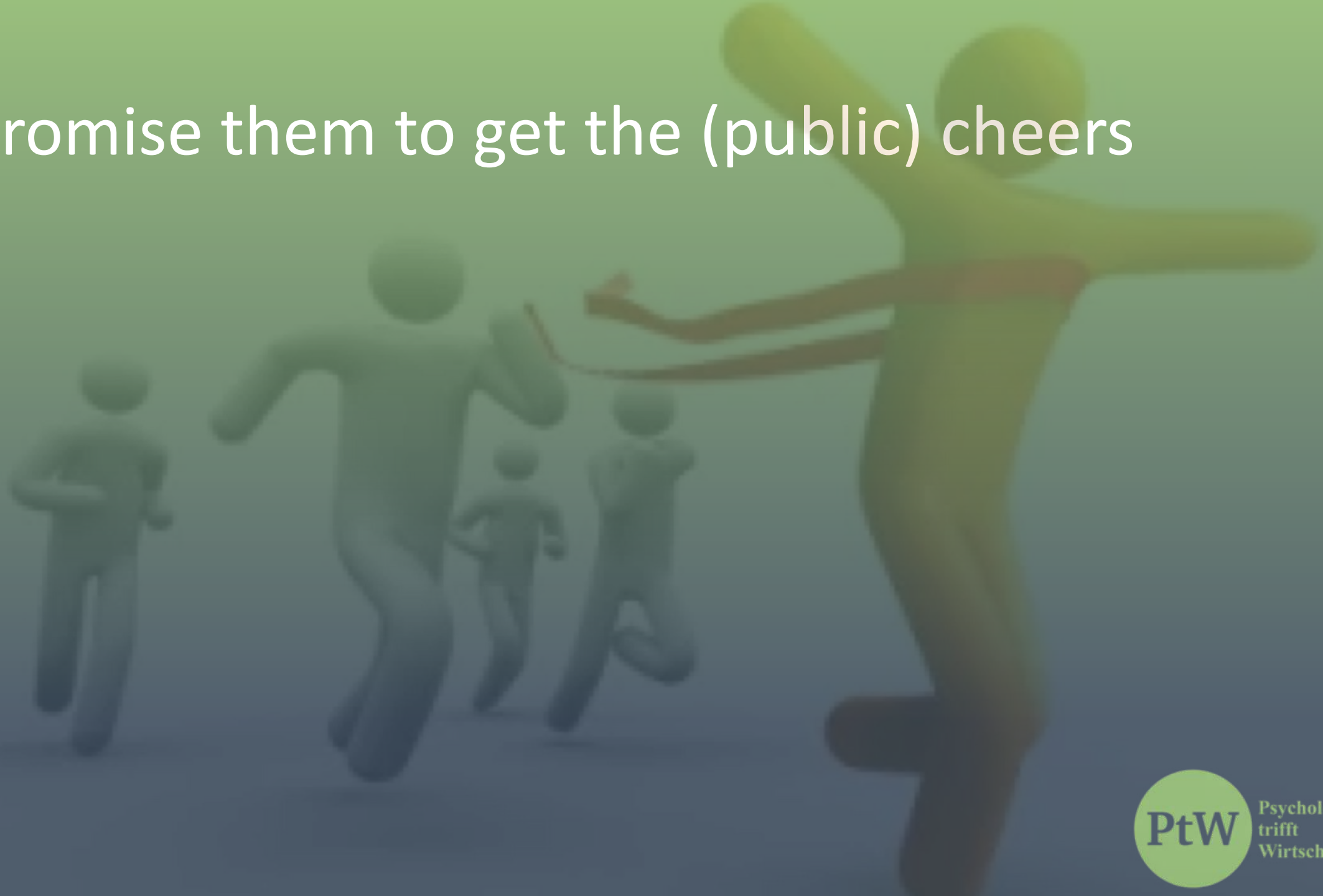
Place the ball in the opponent's field



Tell people their personal advantage



Promise them to get the (public) cheers



When did society change (or not)?

- People (re-) acted different in different crisis:

- Climate crisis



- Covid crisis



- Russian war



...and how to drive change?

- Make sure decision makers crossed the Rubicon
- Make sure decision makers are personally involved
- Make sure decision makers see their personal positive consequences

Tell us a typical situation where you experienced this?

Tell us a typical situation where moving people is an actual challenge?