



**NOT A
SPEECH**




**START OF A
MOVEMENT
LEADING TO
ACTION**

Ferrazzi Greenlight Research Institute Science of Organizational Behavioral Change

New People Rules
in a Virtual World

by Keith Ferrazzi



FS FerrazziGreenlight

Accelerating Inclusion
for Diversity


by Keith Ferrazzi



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University of You:
Self-Directed Learning


by Keith Ferrazzi



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High-Return Practices
for Onboarding

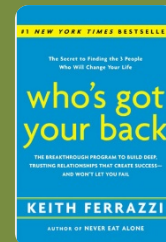
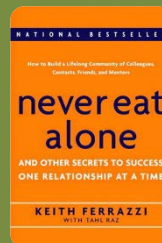
by Keith Ferrazzi



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**Harvard
Business
Review**



FORTUNE

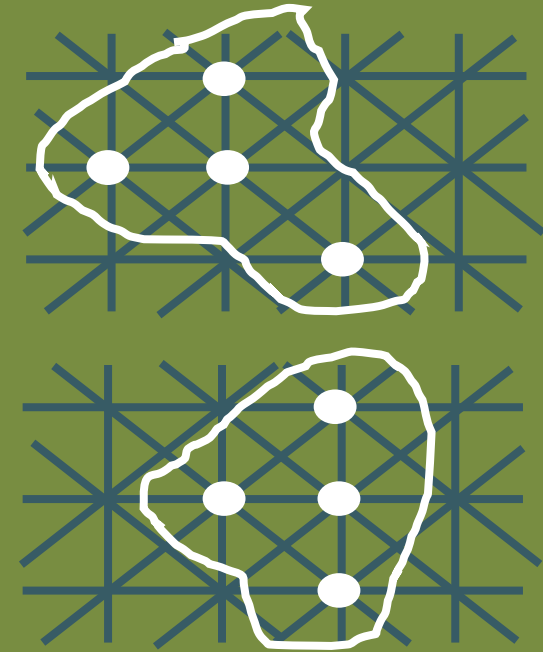


Future of Work

Managers in Crisis



Results Through Networks



We can't solve our problems with approaches at the same level that created them. - *A. Einstein*

HR ENGINEERING RELATIONSHIPS: Purposeful, Safe, Productive



Ushering a Co-elevation Contract

- All **on you**
- All **about them**
- **Shared** humble **Development Journey**
- Care of **Candor** (no conflict avoidance)
- Turn **Victim** into **Positive Action**
- Measure and **Celebrate** small
- **Stick with it**

Which **Fewest People**...

Making What Narrowest Set of
Behavior Changes...

Will Allow Your Company to
Accelerate Your **Most Critical
Strategic Outcomes**

Who needs to change where?



Executive Teams



Managers and Employees



Functional Trusted Advisors



Sales & Account Management

High Return Practices for High Impact Teams

- Yoda In The Room (candor & P2P accountability)
- Open 360 & Dial Up/Dial Down (co-elevation)
- Collaborative Problem Solving (P2P Accountability)
- Personal Professional Check In & Long Slow Dinner (Psychological Safety)

HR & other Functional Generalists into Trusted Advisors

Do your HR professionals?

- **Champion culture/change** to enable strategic execution
- **Curate talent** to achieve value prop & brand promise
- **Inspire purpose & target rewards** to transform behaviors
- **Position strategic initiatives** aligned with HR priorities
- **Activate credibility/trust** with strong HR & business POV
- **Navigate competing interest** to sharpen business focus



Building a **Co-Elevation** Movement

- Get it right somewhere before everywhere
- Who's your team/tribe?
- Outcomes don't change till vision turns to practices
- Inspire, challenge and invite movement leaders
- Iterative, co-created and agile
- Spend time and give support

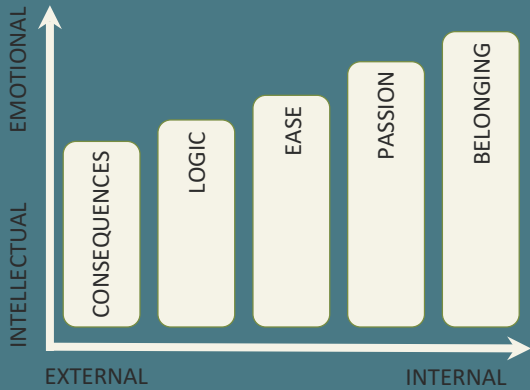


WHO ARE YOUR CO-ELEVATORS?

Behavioral Engineering Can Transform HR

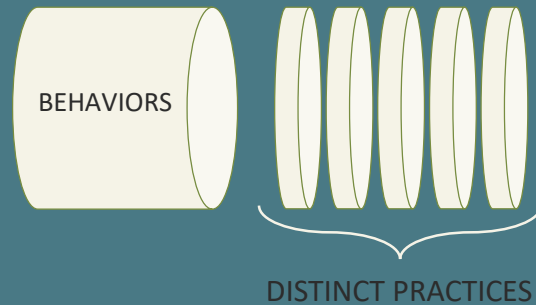
OPEN "POROSITY"

CREATE OPENNESS TO CHANGING AND ADOPTING NEW BEHAVIORS AND PRACTICES



HIGHEST-RETURN PRACTICES

THIN SLICING BEHAVIORS INTO DISTINCT PRACTICES



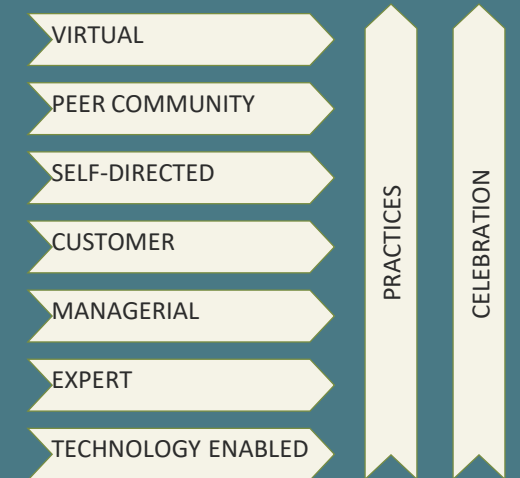
ROLE MODEL COMMUNITY

ENGAGE EARLY ROLE MODELS AS AN EARLY ORGANIZING MOVEMENT



COACHING INTERVENTIONS

USE COACHING, NOT TRAINING AND COMMUNICATIONS AS THE KEY CHANGE LEVER



CHANGE IS HARD...CULTURES DON'T CHANGE, PEOPLE DO...NON-TRADITIONAL APPROACHES

BEHAVIOR CHANGE IN SERVICE OF BUSINESS OUTCOMES