

# ENGAGE

---

## 03 | Sustainable action

- Involve people in a pilot project, so that they explicitly commit themselves from the beginning.
- Check if there is understanding & buy-in for the change. Give the opportunity to talk about concerns.
- Invite representatives of key stakeholders and opponents to your task force from the start.
- Start with the smallest possible step in the desired direction, make it extremely concrete and reward desired behavior immediately.
- Provide the necessary information and training to help people take the first steps successfully and quickly.
- Ask people 'how' they will approach something, instead of merely giving them a task or responsibility.
- Let those involved participate in filling in how the new processes will be handled.
- Let team members formulate and follow their own rules: the chance that they will go against their own formulated rules is very small.
- Create alliance by asking small favors, eg. advise.
- Start negotiations by discussing the easiest topics.
- Make a very regular overview of everything that has already been achieved and inform the employees about it and what effects are.
- Temporarily relieve employees of a number of administrative tasks. This allows them to invest more time and energy in the new work processes.
- Present your idea as consistent with what matters to the other person ("If efficiency is important to you, then I have a system here...")
- Warn of possible inconsistency. ("How can we consider safety so important and yet not...")

