

# Why do people do what they do?

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A HUMAN-CENTERED APPROACH TO CHANGE

Amy Leneker and Joe Vansyckle



Welcome

We are glad  
you are  
here...  
Yes, you!











# The challenge

A monarch butterfly with orange and black wings is perched on a red and yellow flower. The background is a soft-focus green leaf.

We leaders do more harm than good when we start to clear paths. Our job as a leaders isn't to clear paths, but help people navigate their way through them.

The JOURNEY is the where growth happens.

If I deeply appreciate you, I want you to learn to navigate your way through the challenging moments. Because I know the value of the journey.



A man in a white shirt is seen from behind, interacting with a futuristic digital interface. The interface features various icons: a person icon, a money bag icon, and gear icons, all set against a background of a city at night. The text "WHAT IT WAS LIKE" is overlaid on the image.

**WHAT IT WAS LIKE**



Lonely



Lonely

Insecure





Lonely

Disconnected

Insecure



Lonely

Disconnected

Insecure

Unavailable





A close-up photograph of a man in full plate armor. He is looking down with his hands clasped in prayer, a gesture of vulnerability or seeking help. The armor is highly detailed, showing various plates and joints. The lighting is dramatic, highlighting the metallic surfaces against a dark background.

Lonely

Disconnected

Insecure

Angry

Unavailable

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Lonely

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Unavailable

Vulnerable



# What I learned

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# What I learned

- You cannot have a deep appreciation for others unless you have a deep appreciation for yourself.
- Every decisions matters
- People are people not machines
- You are judged on your behavior not your intention
- Leaving home every morning is a crucial moment
- There is no shame in leaving







# Activity

4 minutes

Take a moment and think about 1-2 things you deeply appreciate about each of the following:

Yourself

Your team

Your organization

The Customers you serve

Record it and be prepared to share it with a partner.



# Activity

5 minutes

**Find a learning partner, this is someone you will spend the session sharing ideas with. (1-minute)**

**Take 2-minutes and share with your learning partner what you came up with. (4-minutes in total)**

(ADAPTED FROM CRUCIAL CONVERSATIONS 3-CLEVER STORIES)



THREE STORIES THAT  
KEEP US SEPARATE  
FROM  
And how to re-tell  
them





V  
I  
C  
T  
I  
M



What am I pretending  
not to notice about my  
role in this?







V  
I  
L  
L  
I  
A  
N



See the human





H  
E  
L  
P  
L  
E  
S  
S  
S




A  
B  
L  
E





See the human

A person wearing a bright yellow jacket is seen from behind, with their arms raised and hands joined to form a heart shape. The background is a bright, hazy sky, possibly at sunrise or sunset, with a faint silhouette of a landscape or water body in the distance.

Start Every  
Change with  
Heart

By asking

What Do I REALLY WANT:

FOR Myself

FOR The Team and Organization

FOR Our Customers or those we serve?

FOR My Community



# Activity

3 minutes

Take a moment and think of a behavior you would like someone else or a group of people to change.

Write down:

1. What do you want for yourself?
2. What do you want for the other person/persons?
3. What do your org, family, community?

Be prepared to share with your learning partner

**Activity**

**4 minutes**

**Take 2-minutes and share what you came up with with your learning partner**

**(4-minutes total)**





Why do people do what they do?

**“I haven't got the slightest idea  
how to change people...**

but still I keep a long list of prospective candidates  
just in case I should ever figure it out.”

---

David Sedaris



leadership consultant

employee

coach

speaker

leader

human

Mom

advocate

friend

trainer

mentor

sister

volunteer

wife

teacher

neighbor

aunt

facilitator


coach

daughter




Every system is perfectly aligned  
to get the results it gets.





What percent of all  
change  
efforts fail?

Harvard Business Review,  
Beer and Nitin, 2000



**70** percent of all  
change  
efforts fail.

Harvard Business Review,  
Beer and Nitin, 2000



How many  
attempts to  
quit smoking,  
on average?

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4908897/> 2016

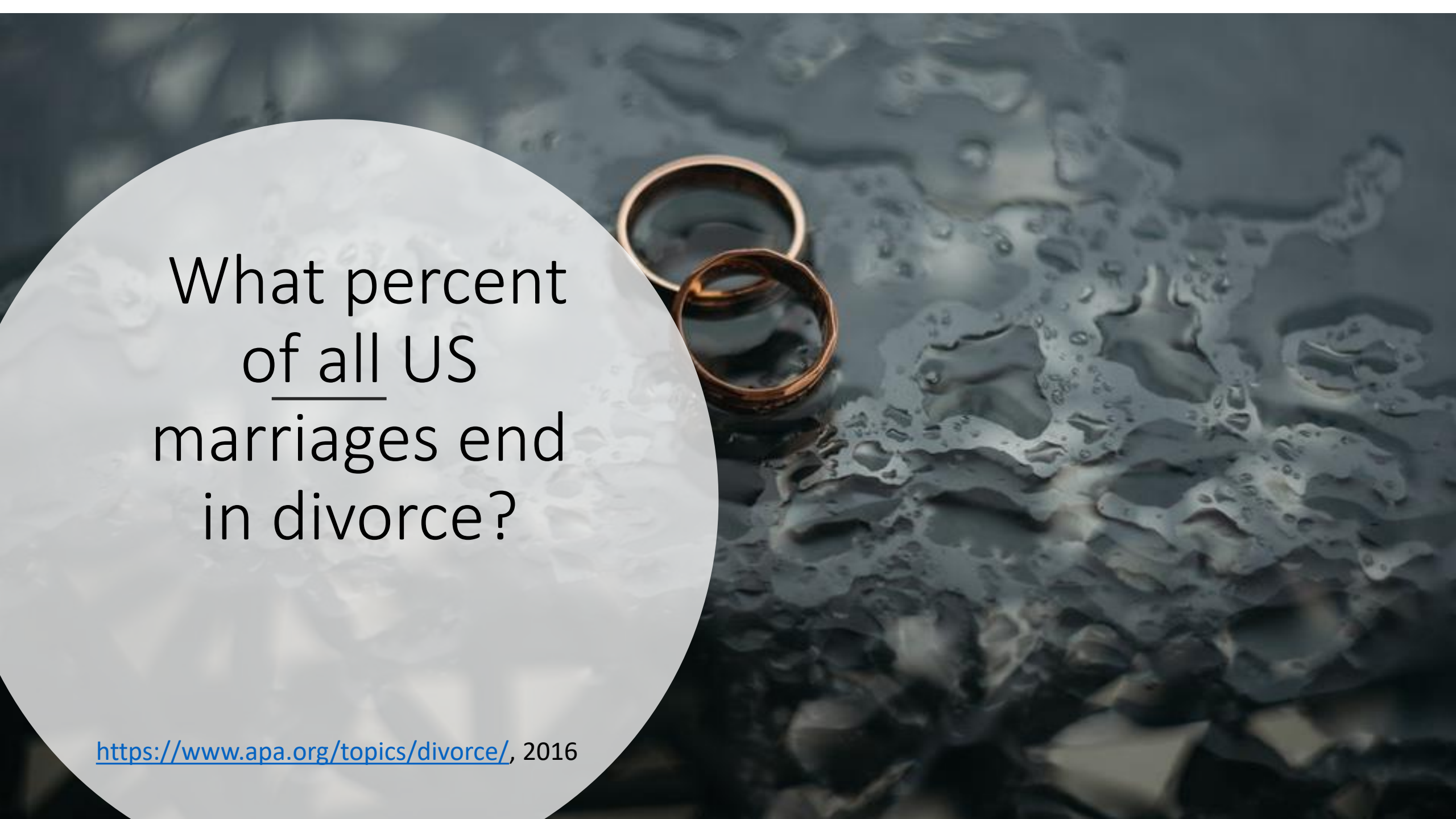


**30** attempts  
to quit  
smoking, on  
average.

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4908897/> 2016






The background of the slide features a close-up photograph of two gold wedding rings resting on a dark, reflective surface covered in water droplets. The lighting is dramatic, highlighting the metallic sheen of the rings and the texture of the water droplets. A large, semi-transparent white circle is overlaid on the left side of the image, containing the text.

What percent  
of all US  
marriages end  
in divorce?

<https://www.apa.org/topics/divorce/>, 2016

The background of the slide features a close-up photograph of two gold wedding rings resting on a dark, reflective surface covered in water droplets. The lighting is dramatic, highlighting the metallic sheen of the rings and the texture of the water. A large, semi-transparent white circle is overlaid on the left side of the image, containing the main text.

**50** percent of  
all US marriages  
end in divorce.

<https://www.apa.org/topics/divorce/>, 2016



Drivers are how many times more likely to be in a crash when talking on a phone?

<http://wadrivetozero.com/distracted-driving/>, 2017



Drivers are **3** times more likely to be in a crash when talking on a phone.

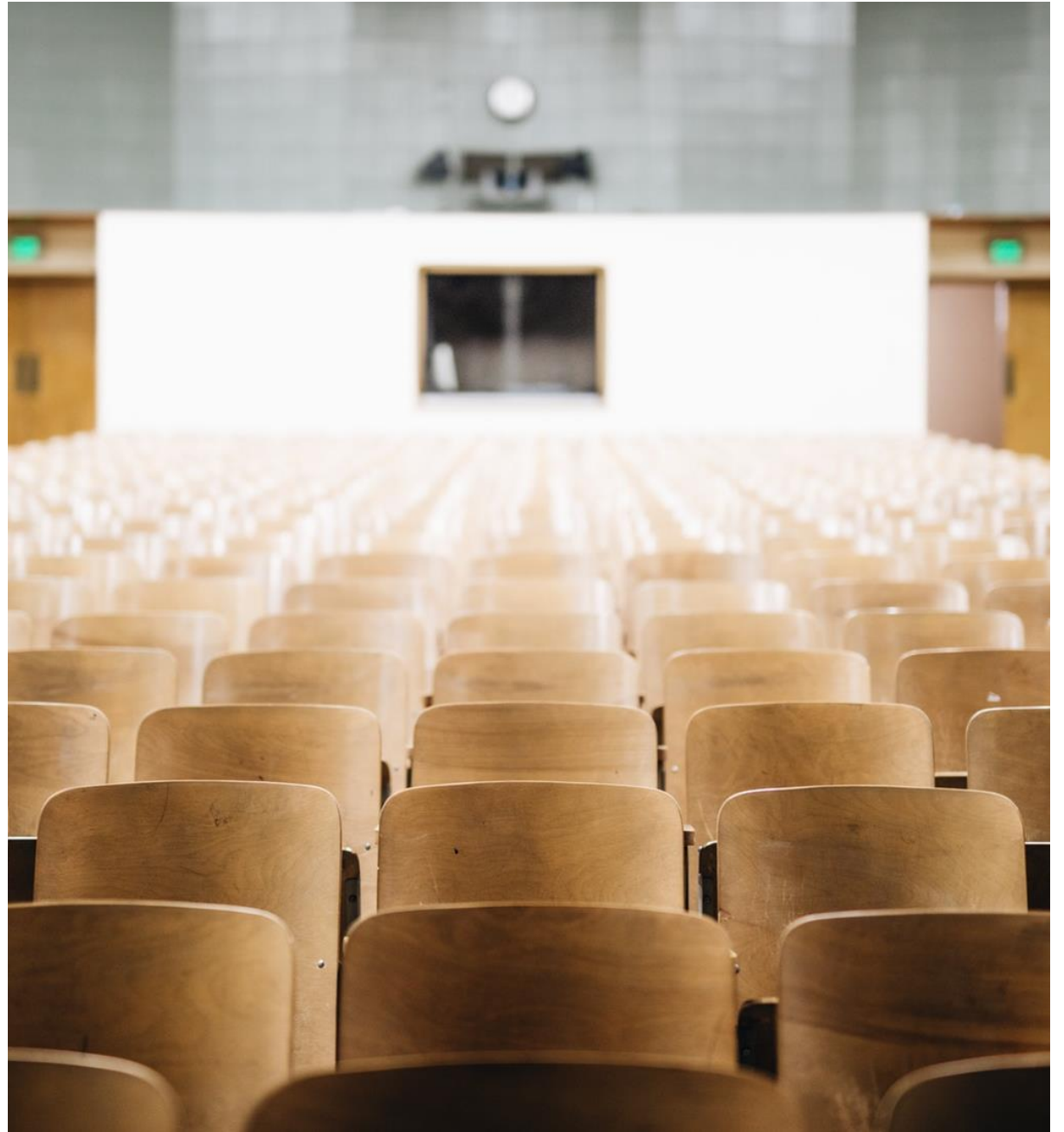
<http://wadrivetozero.com/distracted-driving/>, 2017







Why do people do what they do?







Center for  
Creative Leadership

- 70% On the Job Learning
- 20% Other People
- 10% Formal Instruction



**Employment  
Security  
Department**  
WASHINGTON STATE



DEPARTMENT OF  
**ECOLOGY**  
State of Washington



# Traditional Training



4

Facilitated  
training



# Learning Experience Practicum

What problem are we trying to solve?

1



2

Designed experience

Prepared and coached team

3



Facilitated training



4

Facilitated problem solving and coaching

5







**Employment  
Security  
Department**

WASHINGTON STATE



DEPARTMENT OF  
**ECOLOGY**  
State of Washington



Department of  
**Corrections**  
WASHINGTON STATE



WASHINGTON STATE DEPARTMENT OF

**LICENSING**



**Department of Commerce**



Why do people do what they do?





Why not  
just ask?

Trust





Safe environment



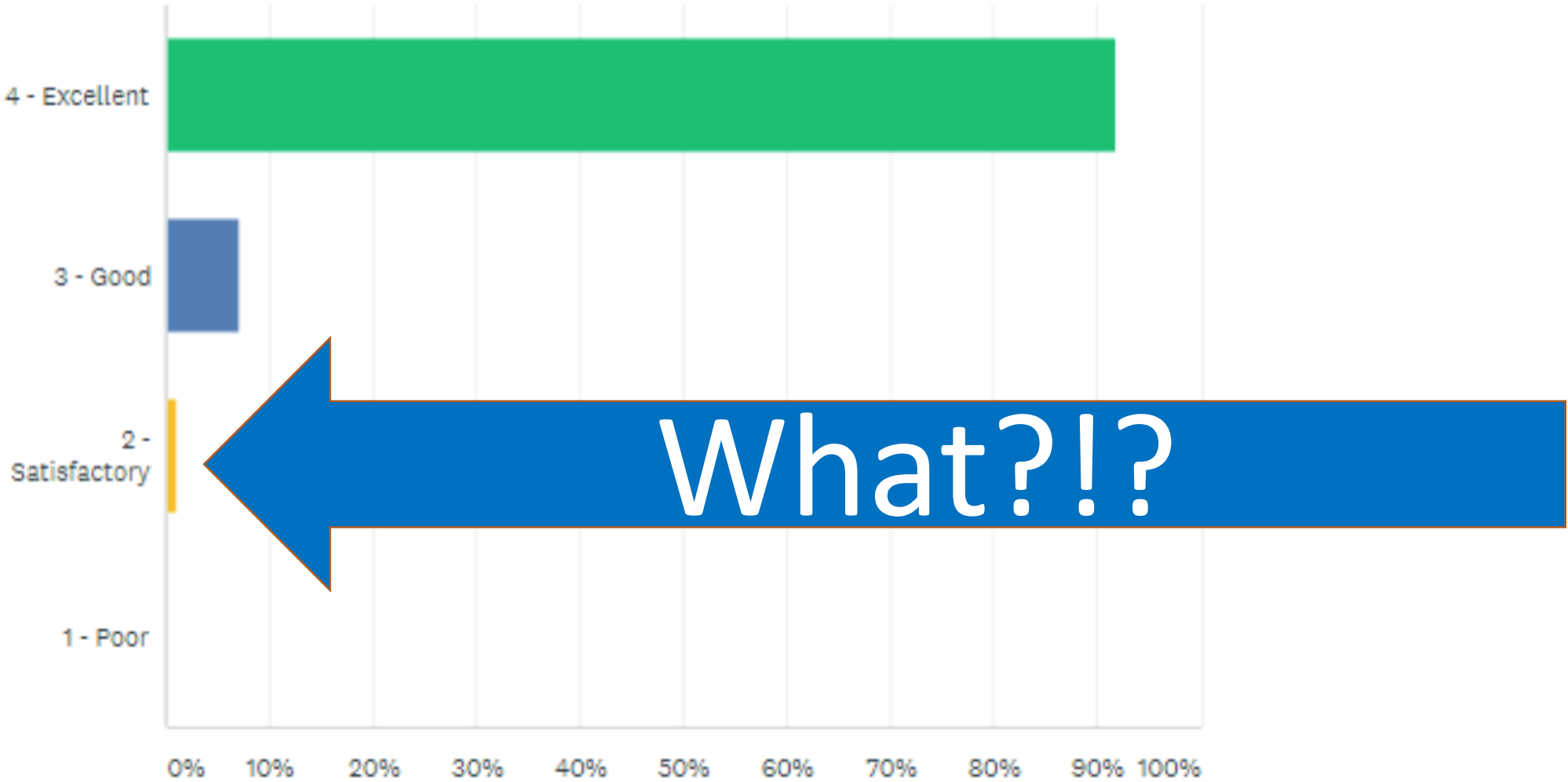






# Amy Leneker. Overall, were the speakers informative, prepared and understandable?

Answered: 97 Skipped: 10



# Report Card – Myles Leneker

Language Arts	A
Math	A
Social Studies	A-
P.E.	B
Science	C
Leadership	A-



What?!?





# Negativity Bias

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# Activity

5 minutes

Consider the person with the behavior you would like to change.

Have you focused on the negative? How?

What might be different if you overcame the negativity bias?

With your learning partner, discuss these questions.



**“Well I wouldn’t have to be  
negative**

if they would just get it right the first time.”

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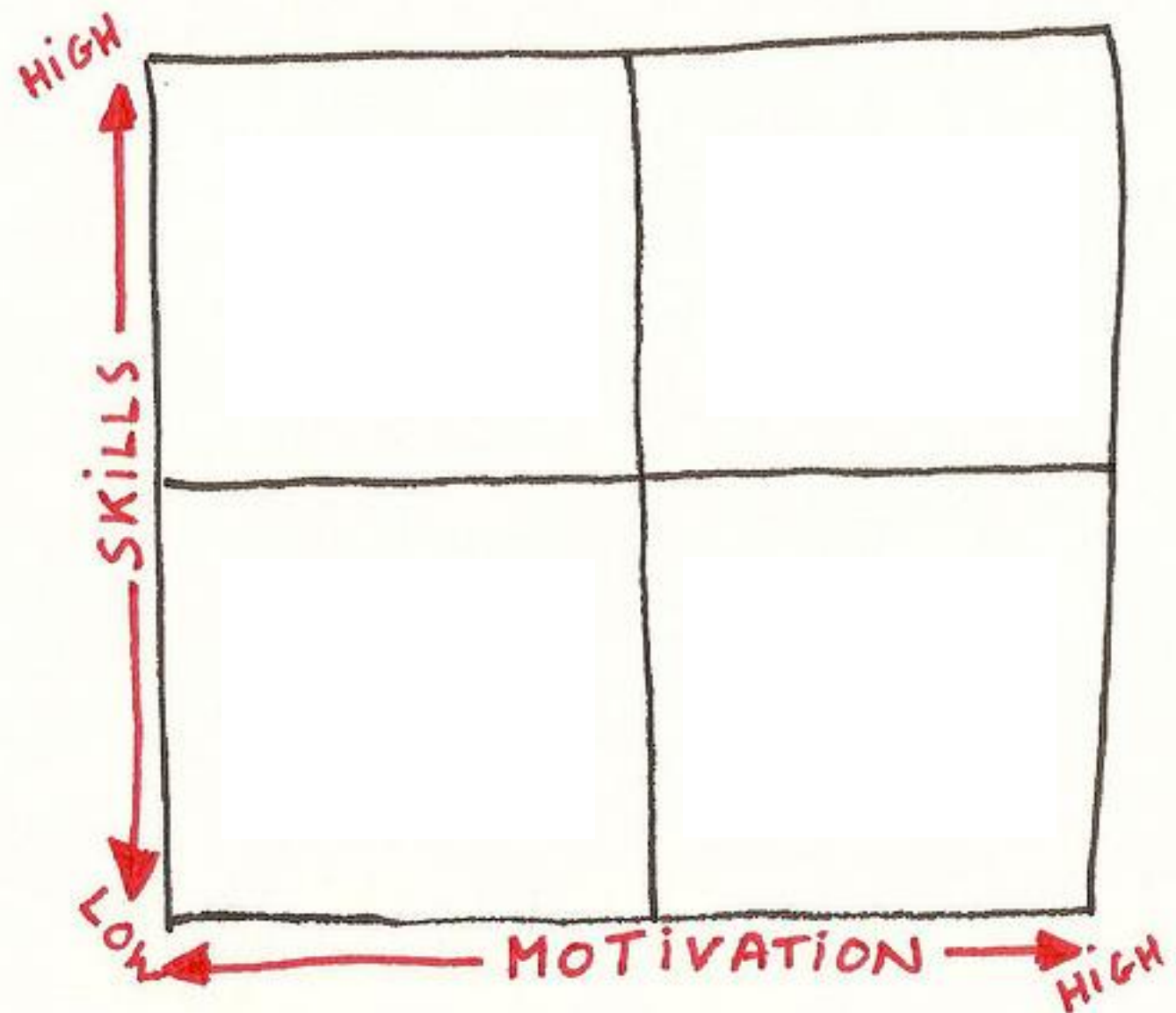
Amy Leneker (yikes!)

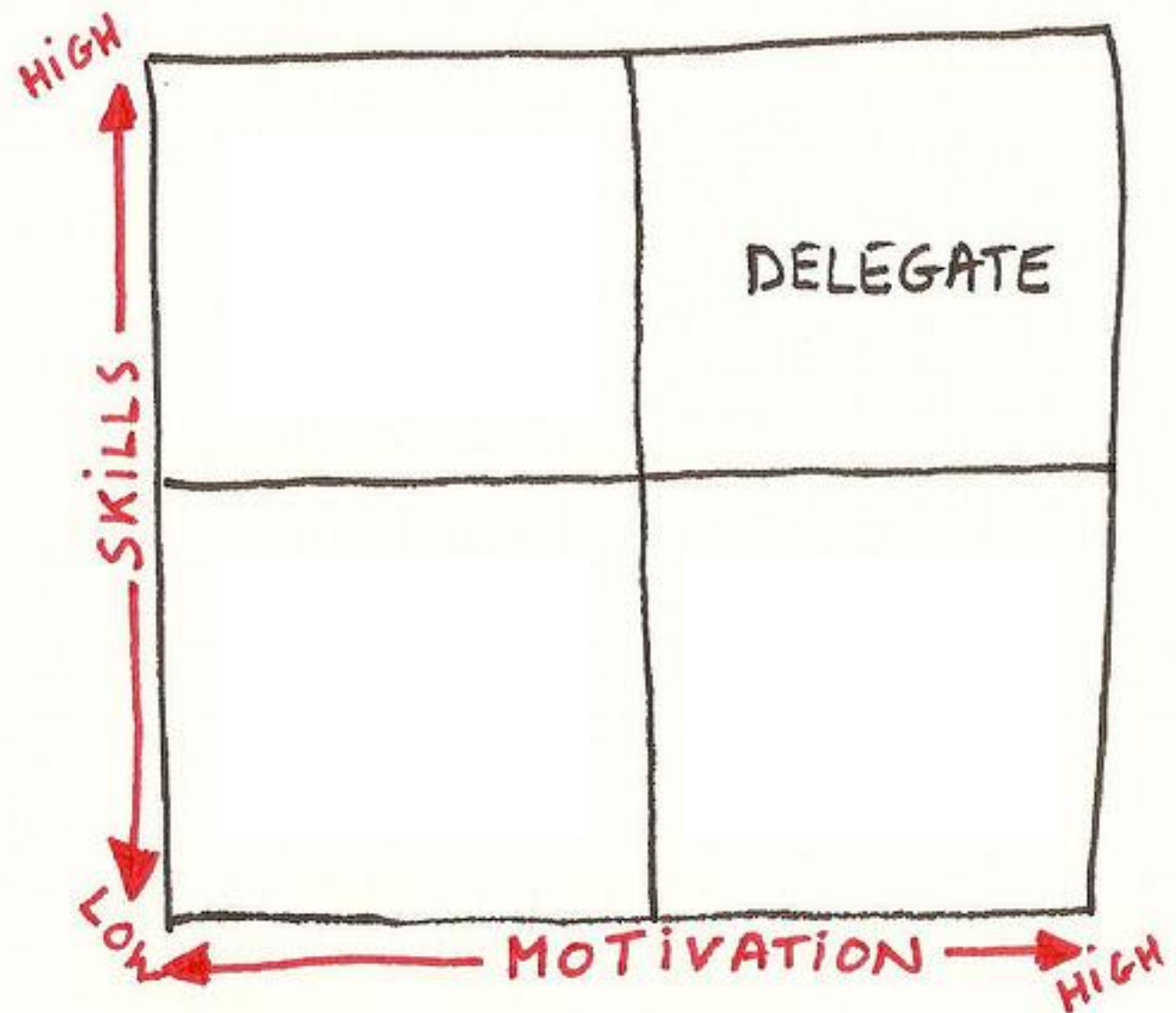
**“If they cared more,  
they would try harder.”**

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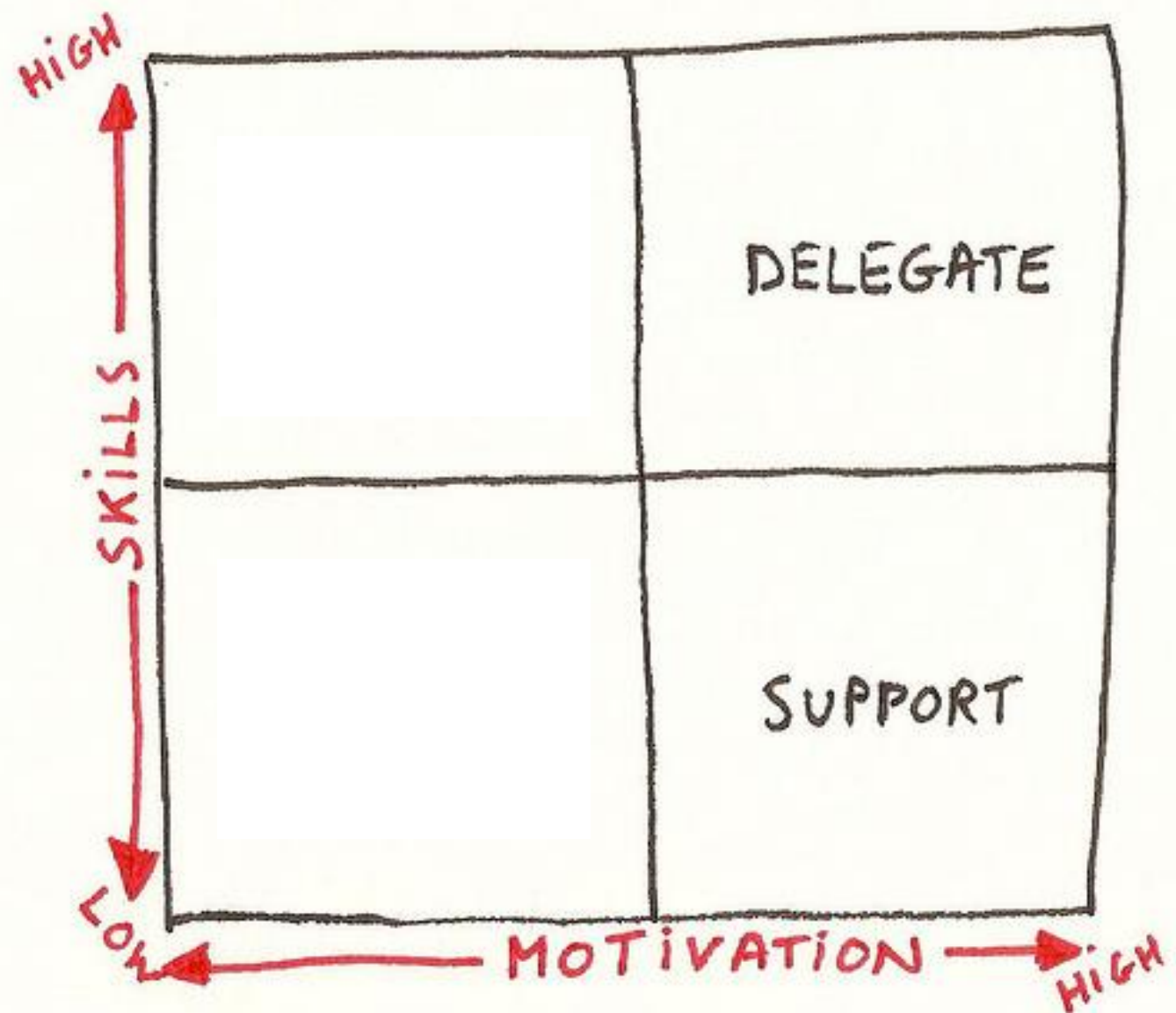
Amy Leneker (and again...yikes!)

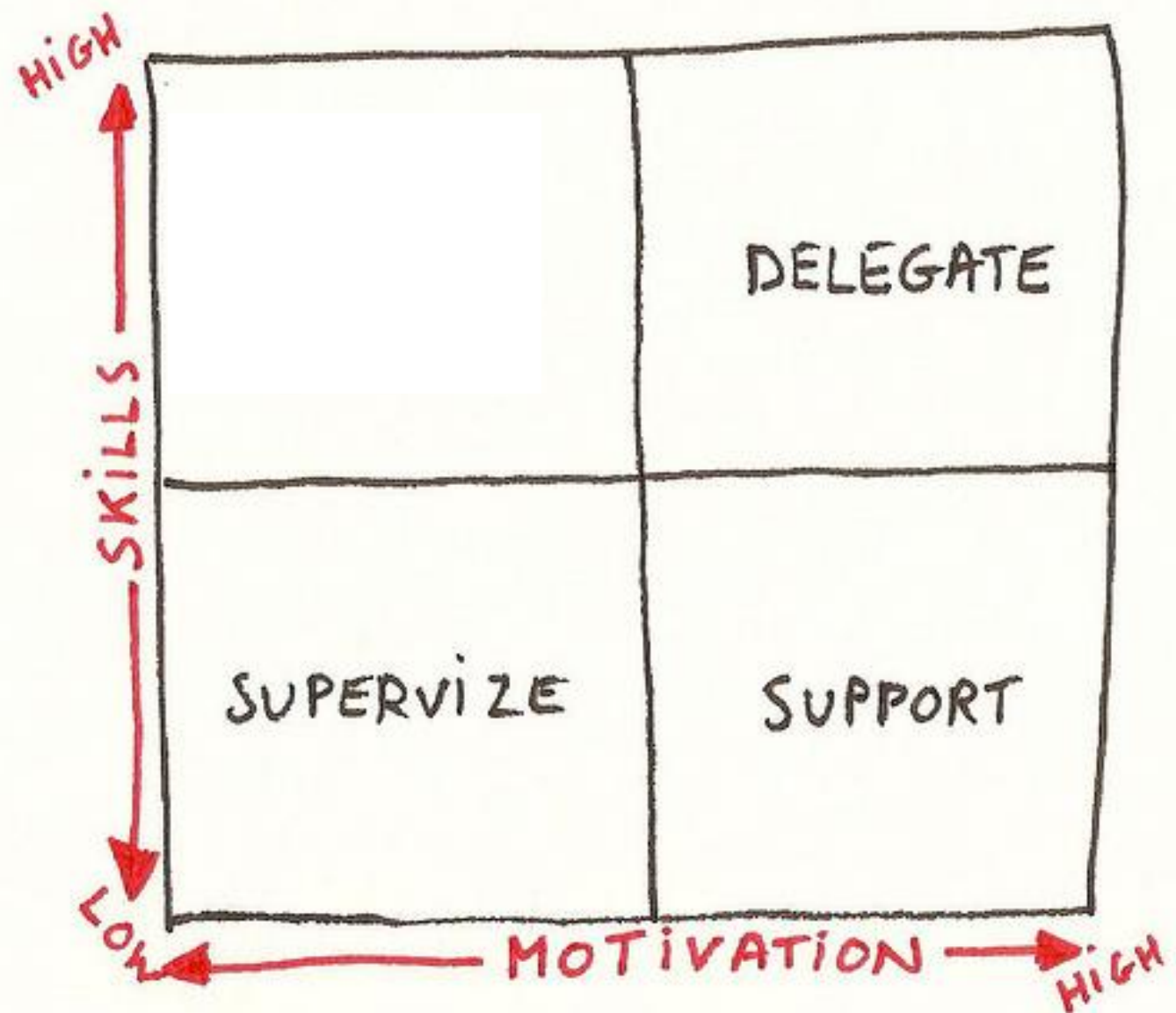




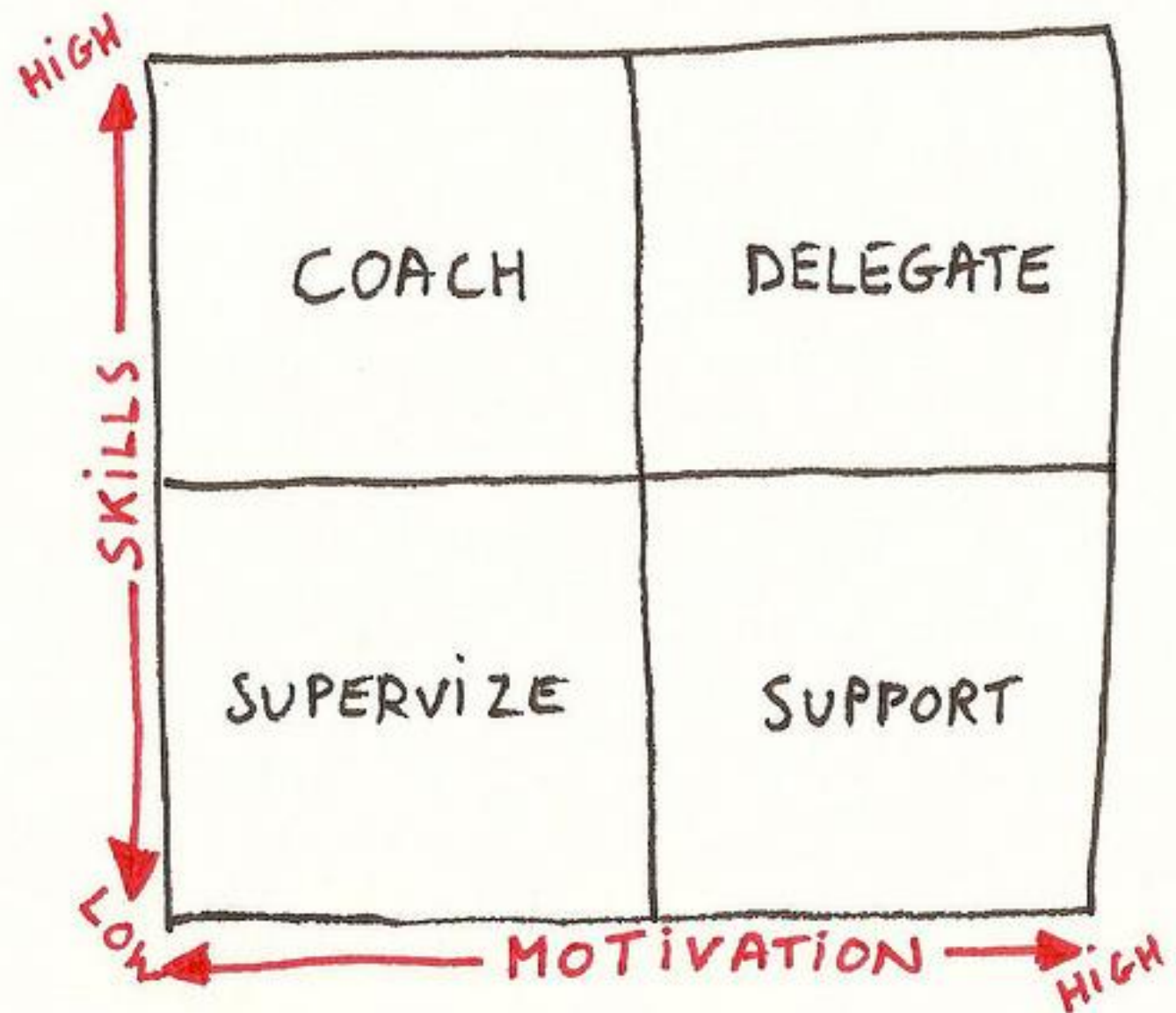


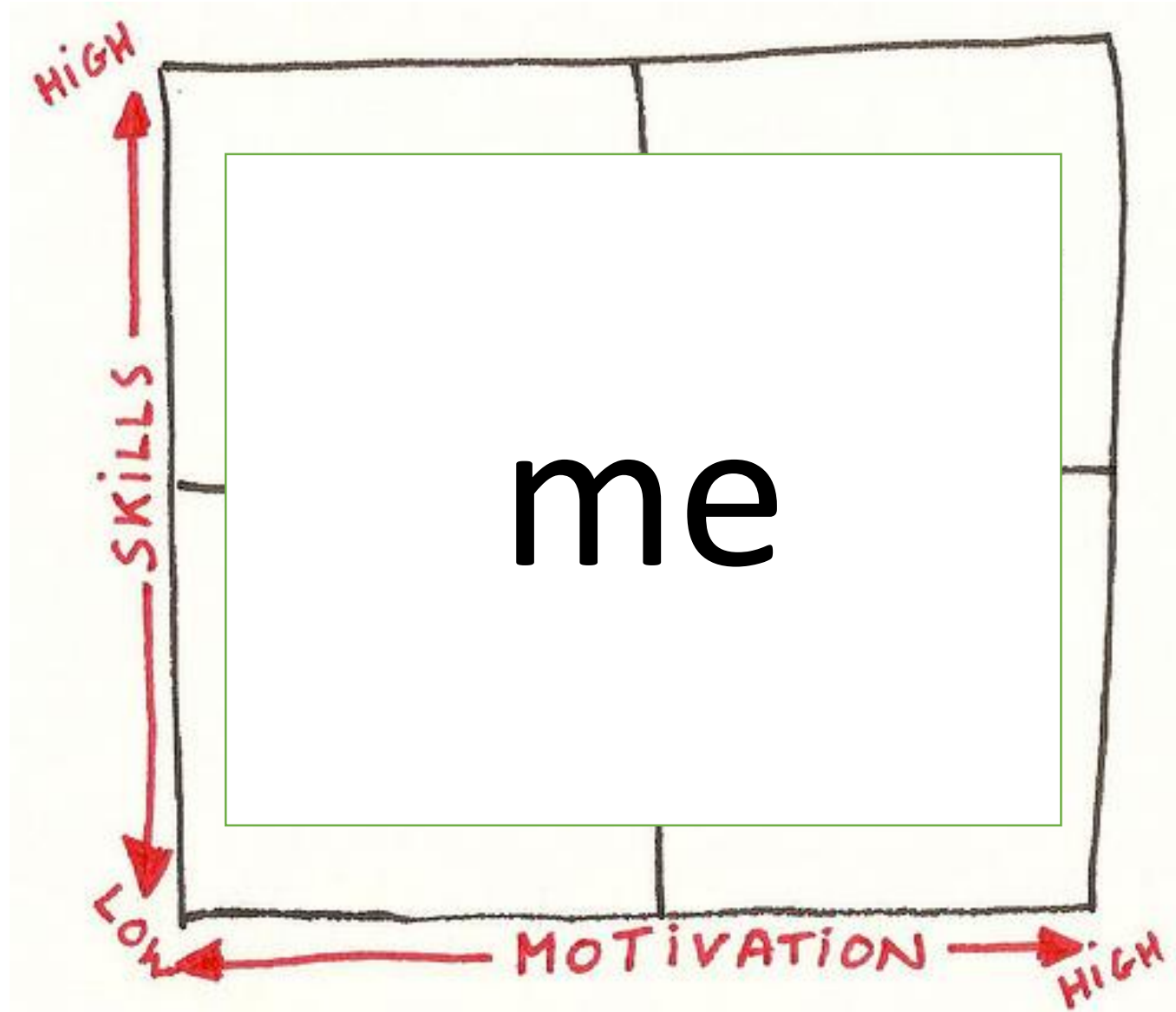




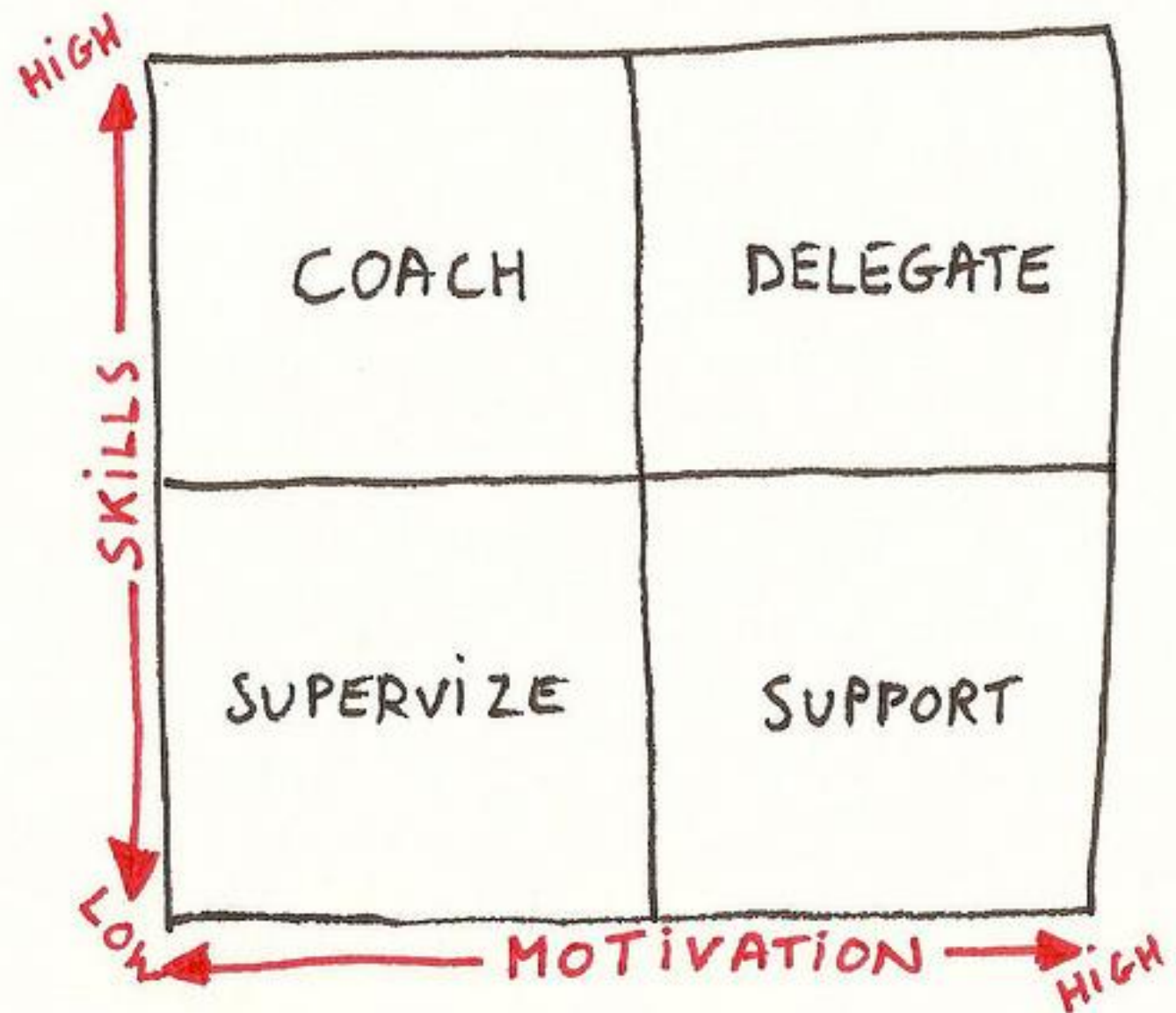












FINDING OUT WHY



## Activity Part 1

2 minutes

Your coworker drives the agency car daily as part of their work. You ride along with them every 2 or 3 weeks. You have commented on their speeding on several occasions, and yet they continue to speed. It has gotten to the point where you have told them so many times that you have decided to no longer ride with them.

In your table groups, list as many reasons you think they continue to speed.





# People do things for 2 reasons:



BECAUSE SHE WANTS TO  
*(MOTIVATION)*



AND SHE CAN  
*(ABILITY)*



## Activity Part 2

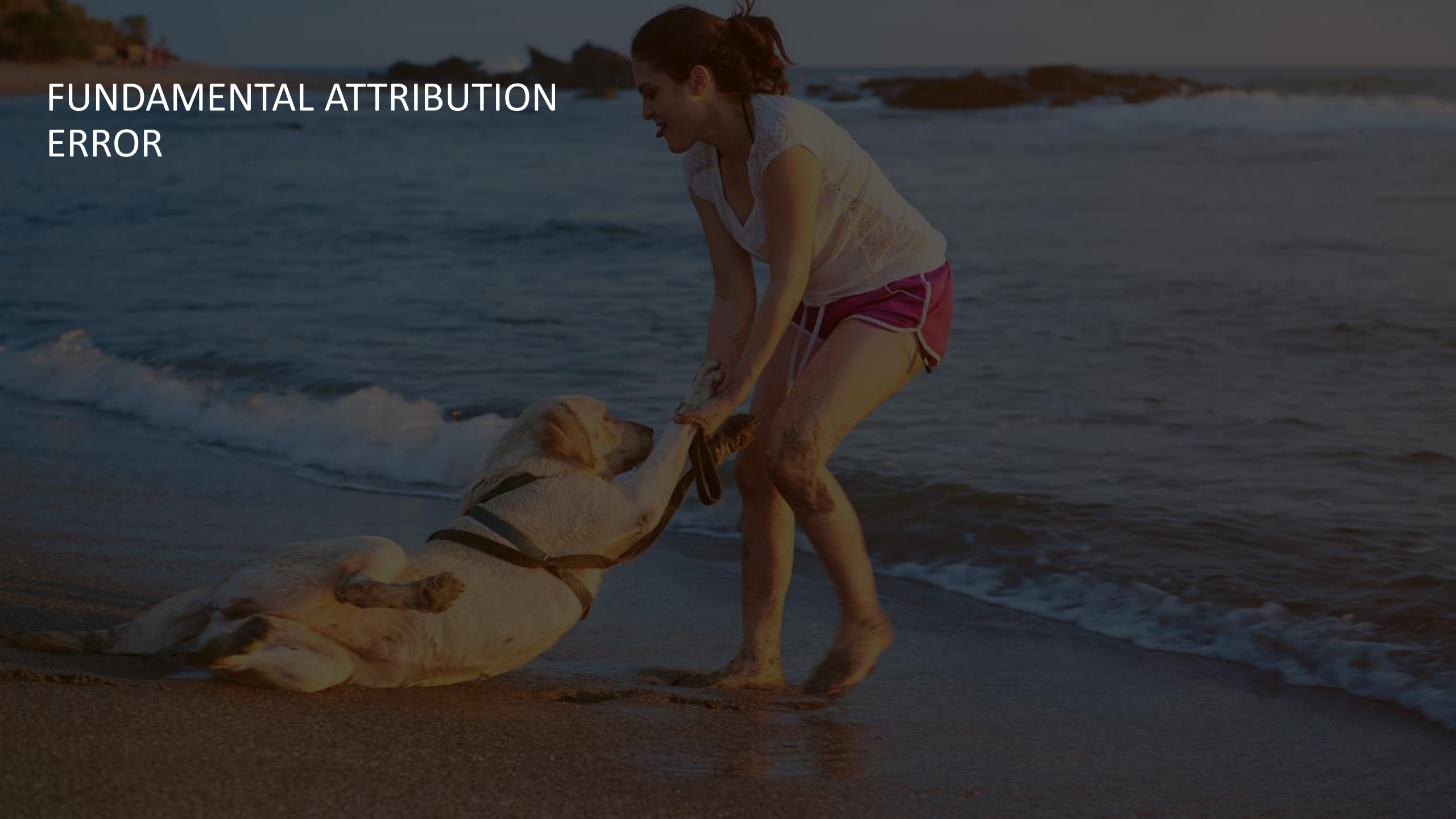
2 minutes

Go through the list of reasons why your friend continues speed.

Decide which reasons are motivation (don't want to) and which are ability (can't).



# FUNDAMENTAL ATTRIBUTION ERROR



Three powerful forces that  
influence our motivation and  
ability



Personal

- Do they hate it or enjoy it?
- Do they find meaning in it?
- Do they have the knowledge, skills, and the strength to do the right thing?





## Social

- Do others encourage or discourage the behavior?
- Do others make it difficult or easier?



- Are rewards encouraging or discouraging the wrong behaviors?
- Is the environment (tools, information, data, cues, making it easier or hard to enact the behavior?

Structural

## Activity Part 3

2 minutes

Consider the person whose behavior you would like to change.

Ask yourself...Why are they doing what they are doing?  
Come up with at least 4-5 reasons you may not have considered.

Use your new lens – Motivation/Ability and  
PERSONAL/SOCIAL/STRUCTURAL



## Activity

4 minutes

Take two minutes and share with your learning partner what you came up with

(4-minutes in total)

A glass light bulb hangs from a white cord on a boat deck. The background is a blurred view of the boat's structure, including teal railings and a white light fixture. A white circle with a thin black border is overlaid on the left side of the image, containing the word "Trust" in a bold, black, sans-serif font.

**Trust**







We are grateful you shared this moment with us!

YES, YOU!



[AmyLeneker.com](https://AmyLeneker.com)

[JoeVansyckle.com](https://JoeVansyckle.com)