



Thoughts about the Buy-In Process

Mickey Granot

1 March 2018



About the presenter

I have been involved in the development and dissemination of TOC since the early 1990's working closely with Eli Goldratt for many years. I had the privilege to work with many of the TOC experts worldwide for many years as well as train many of them, and facilitate many TOC Experts upgrade training sessions.

I worked with numerous organizations internationally implementing TOC solutions ranging from specific stand alone solutions to viable vision ones.

I am currently a managing partner at Next-Era Consulting where we focus on helping top management of companies design and implement strategies that result with their company's valuation following a red curve pattern.



About this webinar

The buy-in process is the TOC recipe for leading people to commit to change. It is not about agreeing, it is about committing, assuming responsibility to take the necessary actions to implement change. It assumes people consciously (or not) follow a rigorous thought process when they evaluate change, and that when change is presented in a way that is aligned with this process, while allowing them to “pour in” some of the ingredients it will lead them to assume ownership on the resulting change and commit to it. The question is are there any instances that this assumption is wrong? When people do not follow a thought process, or maybe follow a different one? And in these instances what is the effect of using the buy-in process? What is the effect on not using an alternative process? Is there an alternative process?



Types of decisions

- What types of decisions we make?
 - Highly important ones (HID's)
 - Important ones (ID's)
- What typifies each type?
 - HID's – we have strong emotional connect
 - ID's – we do not have a strong emotional connect
- The discussion about decisions and their execution is highly important for decisions that required participation of others in their execution





Theory of Constraints Practitioners Alliance

www.tocpractice.com



“Leadership is the art of getting someone else to do something you want done because he wants to do it.”

Dwight D. Eisenhower



Getting others to do what you want

- To get others to do what we want done because they want to do it, requires:
 - In ID's -> agreement
 - In HID's -> commitment





Important Decisions

- Making ID's
 - As we do not feel strongly about the subject at hand we are likely to be more receptive to a logical buy-in process
 - We have patience for making the decision
- A logical buy-in process leads to a logical result -> agreeing



Highly Important Decisions

- Making HID's
 - As we do feel strongly about the subject at hand, we are very emotional about it and therefore we are not likely to be receptive to a logical buy-in process (it may even trigger negative emotions towards the suggested decision)
 - Emotional decisions are made rapidly (*"I want it"*) and thus the window of time for making the choice is very short
- To bring others to buy into a highly important decision we need to create in them the desire to make the decision and as a result to commit



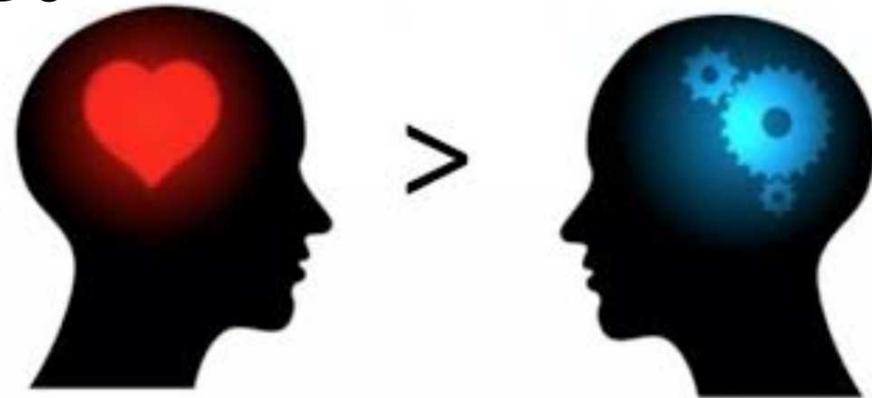
TOC Related decisions (Choices)

- TOC is full with paradigm shifts
- Is a paradigm shift ID or HID? And thus is the buy in emotional or logical?
 - It may explain why when using the the buy in process, even when an agreement is reached it often times fails to create commitment
 - Plenty of evidence here.
 - Although there are many cases where commitment is created. What is different about them?
 - However, when one makes the emotional choice, one will do whatever it takes, to execute it!



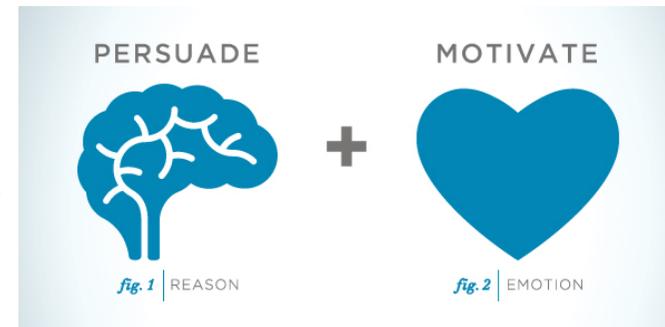
The buy in process

- So how should we go about creating the desire to change?
 - Make the decision “less” important
 - Break it into smaller ID’s
 - Use the TOC Buy-In process for each one
 - Use an “emotional” buy-in process



An Emotional Buy-In process

- What typifies emotional choices people make?
- In many of the higher importance decisions:
 - People that go through the change did not participate in making the choice
 - Nevertheless they embrace the change with anticipation and enthusiasm, because
 - There is a meaningful society* (to them) that recognizes the value of the change
 - * Society can also be an individual





An Emotional Buy-In process

- Therefore, for getting others to do what we want done because they want to do it
 - The value of taking the decision needs to be recognized, by an important society, to the decision maker
 - It is not about the results of the decision at all, they are taken for granted, it is solely about making the decision!



Some general guidelines for emotional buy-in process

- The desire – “*I want it*” is awoken very early in the decision making process
- It is triggered by creating for the decision maker a vision of a future state that is highly desired due to
 - The fact that significant others (to the decision maker) are there
 - The fact that others not already there, desire to be there too
 - Individual personality
- It is highly unlikely one can awaken desire in others following a logical persuasion process
- Triggering emotions requires the use of emotional wording (Safe, happy, satisfied, excited, stressed, disappointed, etc.)
- Stories are excellent tools for awakening emotions, which of course requires the skill of story telling
- The strongest emotion affecting choices is fear, the second is hope
 - The fear of not having something I want, or the fear of losing something I have
 - The hope of having something I want, or the hope of losing something I have but do not want
- Still, logical process is required to substantiate the commitment



Theory of Constraints Practitioners Alliance

www.tocpractice.com

Mickey Granot

mickey@next-era-consulting.com

+972.50.5277398