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"People First HR Solutions"

How to Lead When the Path Changes

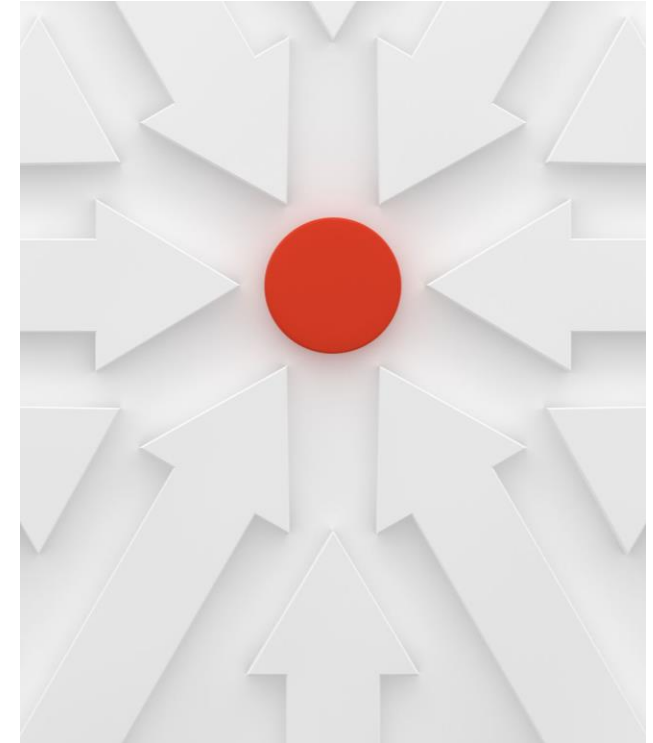
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TMHRA

Objectives

1. Recognize common barriers to change and why people resist
2. Apply rational strategies that provide clarity and direction during change
3. Engage emotions to motivate action and sustain momentum
4. Anticipate shifts and adapt quickly by embracing new opportunities
5. Shape environments and habits that make change easier to sustain



Why or Why Not?



WARNING



These companies failed to change or changed too slowly.

- **Blockbuster Videos (1985 – 2010)**
- **Borders Books (1971 – 2011)**
- **Polaroid Cameras (1937 – 2001)**
- **Tower Records (1960 – 2004)**
- **Toys R Us (1948 – 2017)**
- **RadioShack (1921 – 2017)**

Why Manage Change?



- ❖ Today's change management initiatives have become a business discipline, driving bottom-line results through changes in systems and behaviors.
- ❖ Managing change has therefore become a critical skill, both for leadership -- and for workers in an organization.

Understanding Change



Change will always occur and understanding its components on an individual level can help us relate it to an organizational level.



Change is important because it influences all levels of the organization.



Change creates fear and uncertainty.

Influences on Change

- ❖ **External:** Politics, culture, economy, and societal changes
- ❖ **Internal:** Employees, policies, and organization structure



Change Response Framework



No cheese situation

W.I.I.F.M.

Monitoring

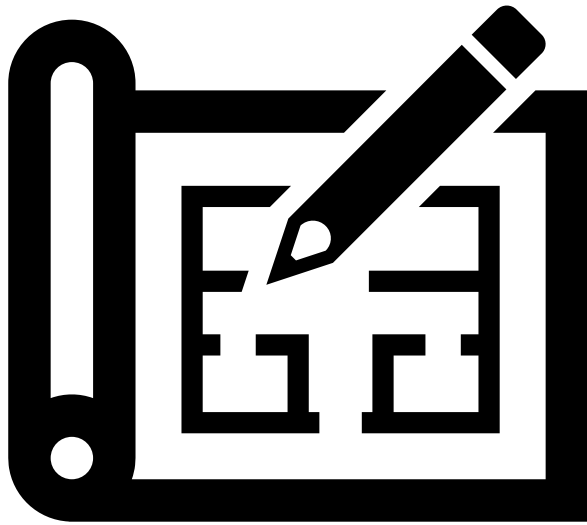
Adapting

Common Reactions to Change

- ❖ Denial
- ❖ Resistance
- ❖ Anger
- ❖ Indifference
- ❖ Acceptance



Tools for Change



- ❖ Training
- ❖ Communication
- ❖ Education
- ❖ Planning
- ❖ Stakeholders

Meet the Characters



Who Moved My Cheese?

Sniff

The Mouse

Detects change early by sniffing out shifts in the environment

Scurry

The Mouse

Springs into action immediately — doesn't overthink, just moves

Hem

The Littleperson

Resists change out of fear, denial, and a sense of entitlement

Haw

The Littleperson

Hesitates at first but eventually adapts, learning to laugh at fear

Two Approaches to Change

When the cheese disappeared, the characters reacted very differently



The Concept

A parable about navigating change



The Cheese

Represents what we want in life —
career success, relationships, health,
wealth, or peace of mind



The Maze

Symbolizes where we search for
what we want — our organization,
community, family, or daily routines



The Change

One day the cheese disappears —
forcing each character to confront
loss and decide how to respond

"What would you do if you weren't afraid?" — Spencer Johnson

Two Approaches to Change

When the cheese disappeared, the characters reacted very differently

Sniff & Scurry — The Mice

- Noticed the cheese was dwindling
- Didn't overanalyze — just acted
- Immediately searched for new cheese
- Found a larger supply at Station N
- Kept their running shoes ready

Lesson: Keep it simple. Anticipate change, adapt quickly, and move forward without hesitation.

Two Approaches to Change

When the cheese disappeared, the characters reacted very differently

Hem & Haw — The Littlepeople

- Felt shocked, angry, and entitled
- Hem denied the change and refused to move
- Haw eventually overcame fear and explored
- Haw wrote lessons on the maze walls
- Hem stayed behind; stuck in denial

Lesson: Fear and overthinking paralyze us. Let go of old comforts and embrace the journey toward something better.

How to Change When Change Is Hard

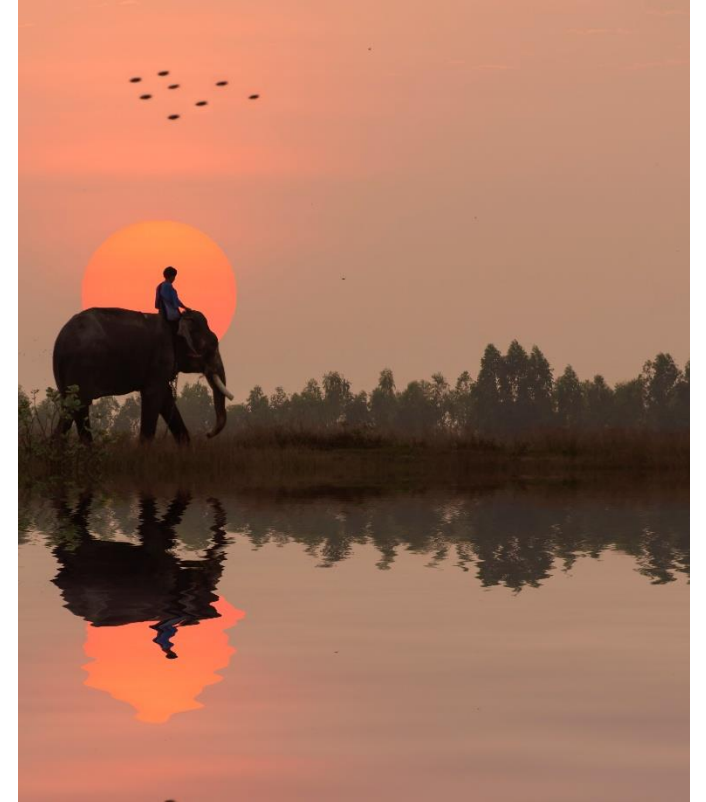


Understanding the Rider, Elephant, and Path

Direct the Rider: Rational decisions, provide clarity

Motivate the Elephant: Emotional side, motivation

Shape the Path: Situation and environment



Understanding the Rider, Elephant, and Path

DIRECT THE RIDER: *Rational decisions provide clarity*

1. Find the bright spots
2. Script the critical moves
3. Point to the destination



Direct The Rider

DIRECT THE RIDER:

Rational decisions provide clarity

1. Find the bright spots

Identify and replicate existing successes instead of focusing on problems



Direct The Rider

DIRECT THE RIDER:

Rational decisions provide clarity

2. Script the critical moves

Reduce ambiguity by providing clear, simple steps



Direct The Rider

DIRECT THE RIDER:

Rational decisions provide clarity

3. Point to the destination

Strategic planning, vision setting,
and goal alignment



Motivate & Sustain Change



Understanding the Rider, Elephant, and Path Framework

MOTIVATE THE ELEPHANT:

Emotional side, inspires change.

- 1. Find the feeling**
- 2. Shrink the change**
- 3. Grow your people**



Motivate the Elephant

MOTIVATE THE ELEPHANT:
Emotional side, inspires change.

1. Find the feeling

Engage emotions to drive action



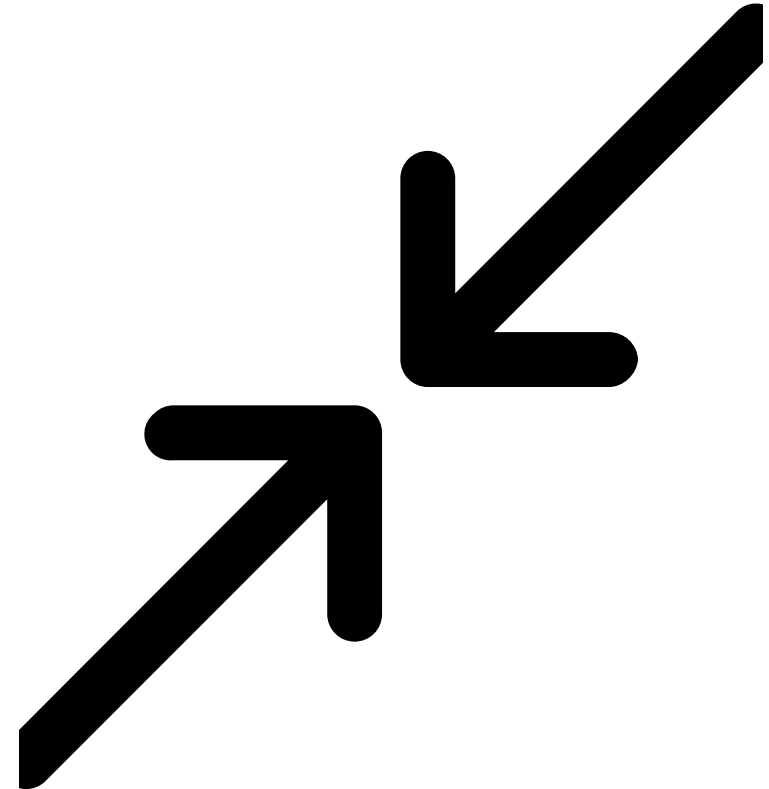
Motivate the Elephant

MOTIVATE THE ELEPHANT:

Emotional side, inspires change.

2. Shrink the change

Reduce resistance by providing clear, simple steps



Motivate the Elephant

MOTIVATE THE ELEPHANT:
Emotional side, inspire change.

3. Grow your people

Cultivate identity-based change
and a growth mindset



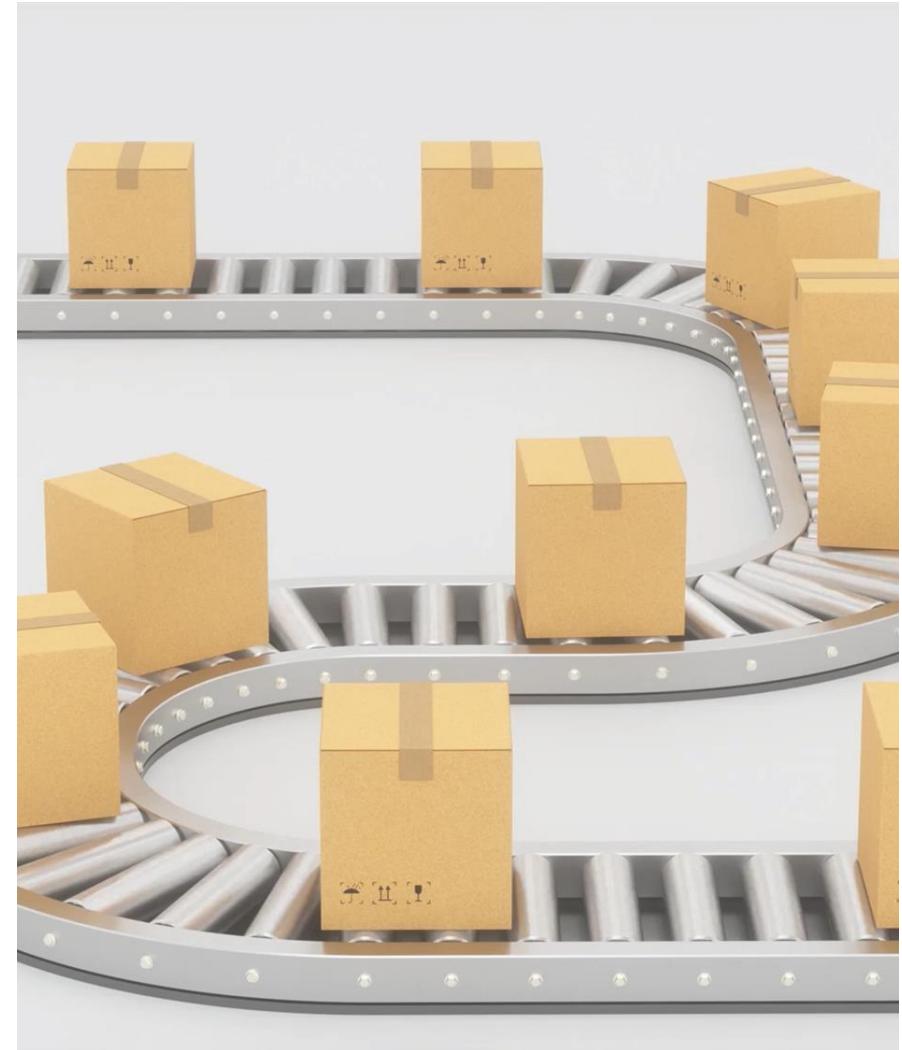
Tools to Implement Change Effectively



Understanding the Rider, Elephant, and Path Framework

SHAPE THE PATH: *Environment, Route supports change*

- 1. Tweak the environment**
- 2. Build habits**
- 3. Rally the herd**



Shape The Path

SHAPE THE PATH: *Environment,
Route supports change*

1. **Tweak the environment**

Adjust surroundings to make
change effortless



Shape The Path

SHAPE THE PATH: *Environment,
Route supports change*

2. Build good habits

Reinforce change through routines and automatic behaviors.



Shape The Path

SHAPE THE PATH: *Environment,
Route supports change*

3. Rally the herd

Use social norms and peer pressure to reinforce new behaviors



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Reflections

1. Fear and denial are the biggest barriers to change and recognizing them is the first step forward.
2. Clarity cuts through confusion by finding bright spots, scripting the moves, and pointing to the destination.
3. Change sticks when people feel it because small wins build momentum and turn hesitation into action.
4. Those who anticipate shifts and adapt quickly find new opportunities before others start looking.
5. Shaping the environment and building habits makes lasting change the path of least resistance.



Questions & Answers



THANK YOU



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