



TOKENOMICS

TOKEN MODELING QUESTIONS

OUTLINE

At the end of your modeling process, you need to be able to answer the following questions about your change process. When the answers are all clear, you're ready to start mending.

QUESTIONS

What, specifically, are the changes you want to see?

Many change measure requests are framed either in terms of desired attitude shifts, or quantitative measures such as increases in revenue. However, in order to effect real change, you need to frame the process in terms of explicit, measurable alterations in habitual behaviors. For instance, the number of people attending voluntary events. The number of questions asked in meetings with senior management, etc. Even if concrete goals of this sort aren't clear at the beginning of the mapping process, they need to be by the end of modeling or it will be very hard to evaluate your progress.

Why hasn't the change you want happened already? What's happening currently instead?

As well as identifying what you want to happen, you need to identify clearly what the behavior landscape currently is, and what the problems with it are. When you start changing a culture, problem habits may persist in other guises—moving around the company in terms of physical location, timing or articulation. You need to be able to identify the problem if it arises in another form.

What are the most similar behaviors you can replace the obstructing behaviors with, that will allow the change to take place?

Causing social change means you have to change the flow of tokens to many people in your organization. It is imperative that the people you're trying to reach be allowed to retain as much of their habitual behavior and self-narrative as possible, otherwise change will not occur. This is true even if the kinds of tokens they're collecting appear to be universally negative at first sight. For instance, if you are trying to replace a habit of collecting victim tokens, provide them with a way to feel both special and hard-working while their effectiveness improves.

Who must take on the change you want in order for it to propagate?

The fewer people you need to change, the more likely you are to succeed. If change can be effected by transforming the attitudes of a few social hubs who play a role in many of the problem interactions, focus on them first. While those hubs are often leaders in your organization, they need not be.

What advantage do your change targets get for owning the change you want to encourage?

In order for your change to take hold, the people you want to reach must have a way to self-reward for the new behavior they take on. The easiest changes are those for which the token appetites of the individuals concerned are better met in the wake of the change than before it.

