


A Personal Look at Managing Change


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Zoom!

Please mute and kindly use the chat to ask and answer questions



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Can we actually *manage* change?




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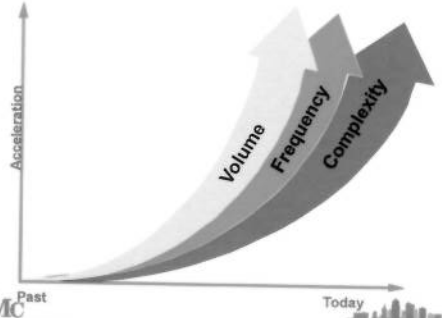
Objectives

- Discuss the psychology of change, it's increasing impact and implications for the future
- Explain the process of planned change and how to manage resistance during transition
- Reflect upon the concepts of readiness for change and habits of resilience


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Impact of Change




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Characteristics of Change

What does change mean to you?

Take a minute to jot down 5-10 words/phrases that come to mind when you think of "CHANGE..."



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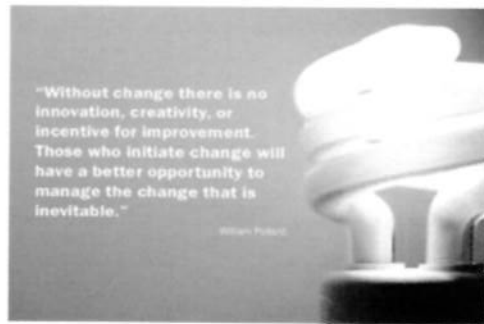


Now let's categorize your words and phrases:

Positive, Negative, or Neutral



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Think about a major organizational change you have experienced, either in your current role or at a previous workplace

- How successful was the initiative?
- What made it go well/not so well?

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Comfort with Change

When are we most comfortable with change?

- People are most comfortable when they can **influence** what happens to them
- The ability to influence is dependent upon being **prepared** for what will happen
- Preparedness is a necessity for establishing accurate **expectations** about the future

Control is a fundamental human need

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Discomfort with Change

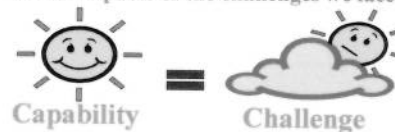
When are we least comfortable with change?

- When we don't understand **why** change is necessary
- When we don't understand how this change will impact us
- When fearing the unknown and feeling uninformed
- When we are fatigued with change
- When we don't feel capable of the challenges

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Maintaining Balance

A sense of balance is maintained in our lives when we feel capable of the challenges we face



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✓ Personal beliefs and experience with change



How to effectively support a change process



The Change Process

(Transformation is a process, not an event)

Change Event

Transition Process

- Change is an external event.
- The change event is concrete. There is a before and after.
- The change event happens quickly, although the build up can be slow.
- Transition is a mental, emotional, and psychological process.
- The transition process is not clearly observable to others.
- Transition is a multi-phased process occurring over time.



Change Event

Deeply Rooted



Late Follower

Early Follower

Explorer



Planned Change

Let's think of planned change as a three-step process:

Unfreezing

Preparing for change, plowing the field, setting the stage, creating receptiveness to change

Changing

Taking action to change behavior, tasks, structure

Refreezing

Change is accepted and new habits are formed



Planned Change

What can leaders (or change agents) do to support change in each of these phases?

(Unfreezing, Changing and Re-freezing)

Unfreezing

(preparing for change, plowing the field, setting the stage)

- Start with Why
 - What are the drivers, potential benefits?
- Communication, explanation
- Create a felt need for something new
- Answering questions
- Planning the process
- Inviting input
- Inviting resistance
 - What are the restrainers, potential barriers?
- Determining clear and reasonable expectations and timelines
- Rewards, incentives, potential benefits



Force Field Analysis

Drivers

Restrainers




Planned Change

What can leaders (or change agents) do to support change in each of these phases?
(Unfreezing, Changing and Re-freezing)

Changing
(taking action, implementing the new behavior or process, breaking old habits)

- Avoid taking action before taking the steps to unfreeze
- Reiterate and reinforce
- Retrain
- Be present and open to feedback
- Listen with the intent to understand
- Processing feedback and acting on the information received
- Be flexible and adaptable



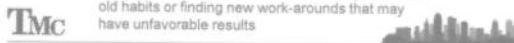
Planned Change

What can leaders (or change agents) do to support change in each of these phases?
(Unfreezing, Changing and Re-freezing)

Refreezing
(change has been implemented and new habits have been formed)


- Helping the implanted change become the "new norm"
- Positive reinforcement for desired practice, behaviors and outcomes
- Provide support to overcome difficulties
- Evaluate progress
- Communicate results and benefits of the change (provide stats and data)
- Follow through and accountability to maintaining new process or behaviors

Without this step, we are at risk of sliding back into old habits or finding new work-arounds that may have unfavorable results





Planned Change Strategies

Change Strategy	Power Base	Change Agent Behavior	Predicted Outcomes
Forced Coercion	Rewards and Punishment	Unilateral action "command"	Compliance is temporary
Rational Persuasion	Expertise	Rational persuasion Expert testimony Demonstration projects (why)	Long-term internalization
Shared Power	Reference	Empowerment, participative decisions (how)	Long-term internalization




Resistance: The Voice of Opposition

- What is resistance and why does resistance occur?
- Can it be avoided?
- What happens if you shut it down?
- Is resistance a symptom that something is wrong?

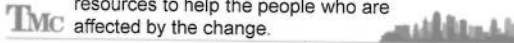
Resistance: Helpful Hints

- Don't interpret resistance as disrespect or undermining
- Utilize an empathetic approach as everyone manages and processes change differently (deeply rooted to explorer)
- Foster flexibility and curiosity
- Resistance is healthy and a natural part of change
- Learn to invite and appreciate resistance



Supporting Each Other (Before, During and After a Change Process)

- Start with "Why"
- Education and Communication
Help people understand the reasons for the change, the form it will take, and the likely consequences. This clears up misunderstandings that often cause resistance.
- Participation and Involvement
Encourage others to help with the design and implementation of the changes. *This creates commitment to the change and usually improves the quality of the change decisions.*
- Facilitation & Support
Provide encouragement, support, training, counseling, resources to help the people who are affected by the change.



Symptoms of Burnout & Change Fatigue

- **Thoughts**

Depression, sense of isolation, feeling trapped, feeling defeated

- **Emotions**

Sense of failure, self doubt, feeling helpless, trapped

- **Behaviors**

Eat more/less, substance abuse, decrease performance/engagement

- **Health**

Headache, back pain, changes in sleep habits, chronic conditions

- **Relationships**

Isolating from family and friends

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Personal Resilience

(What does **resilience** mean to you?)

RESILIENCE is the ability to absorb high levels of disruptive change while displaying minimal non-productive behavior.

RESILIENCE enables us to go beyond survival and to actually prosper in environments that are becoming increasingly complex.

The single most important factor necessary to increase the speed and efficiency of inevitable change is the degree to which we are RESILIENT.

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Resilience in the Workplace

Positive

← Display a security and self-assurance that is based on their view that life is filled with opportunity

Focused

← Have a clear vision of what they want to achieve

Adaptable

← Demonstrate flexibility when responding to uncertainty

Organized

← Develop structured approaches to managing ambiguity

Proactive

← Engage change and take a planned approach



Role Modeling Resilience

(authentichappiness.com)

- Making connections, nurture relationships
- Practicing seeing challenges as growth opportunities
- Celebrating small steps toward your goals
- Looking for opportunities of self-discovery
- Nurturing a positive view of yourself
- Identifying and appreciating your strengths
- Keeping things in perspective
- **Maintaining a hopeful outlook**
- **Taking care of yourself**



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Commitment to Planned Change

- Involve as many stakeholders as possible to create a structured plan and invest resources to support the desired outcome
- Resolve problems or issues as they arise with flexibility and curiosity (setbacks are learning opportunities)
- Stand strong in the face of adversity (practicing daily habits of renewal)

Valuing and involving everyone, effective and frequent communication, create processes to secure structure, resources and follow-through.

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Quiz!

1. The Force Field Analysis is a straight forward way to brainstorm about potential challenges and barriers before a change process. **True/False**
2. The term "Refreezing" is one of the most important stages of change because it is where we show that we are committed to making the change permanent. **True/False**
3. Leaders should try to stop resistance to change before it impacts the whole team. **True/False**
4. It should be the organization's goal to hire only individuals who appreciate and embrace change. **True/False**
5. Practicing good habits of resilience is one of the most important tools in making change initiatives successful. **True/False**

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