Change has Changed

- Change as a continuous state
- Pace and amount of change accelerating
- Types and complexity of change increasing

- **Limited/no periods of recovery or return to 'normality'**
- **Paradox - managing the status quo *and* managing the change**

However fast the rate of change is today, It will be the slowest in your lifetime

VUCA
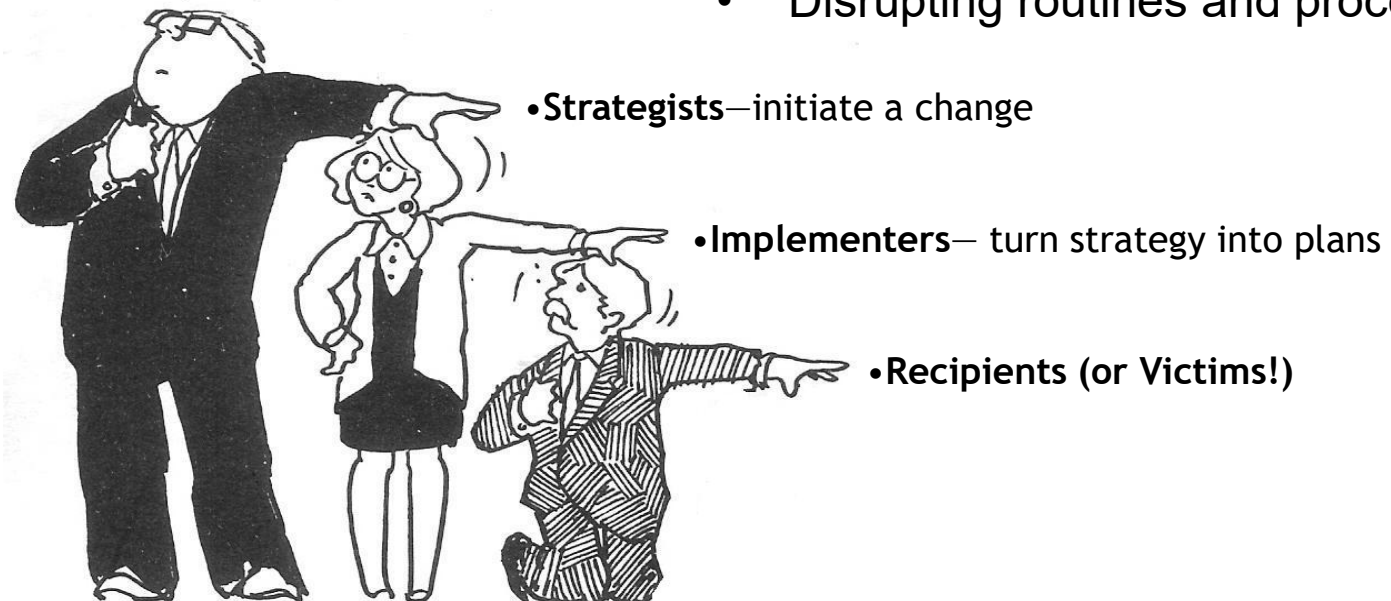
Chosen & Imposed change

Chosen Change

People who choose a change, see change as:

- A conscious considered decision
- Timely and necessary
- Exciting
- Solving problems
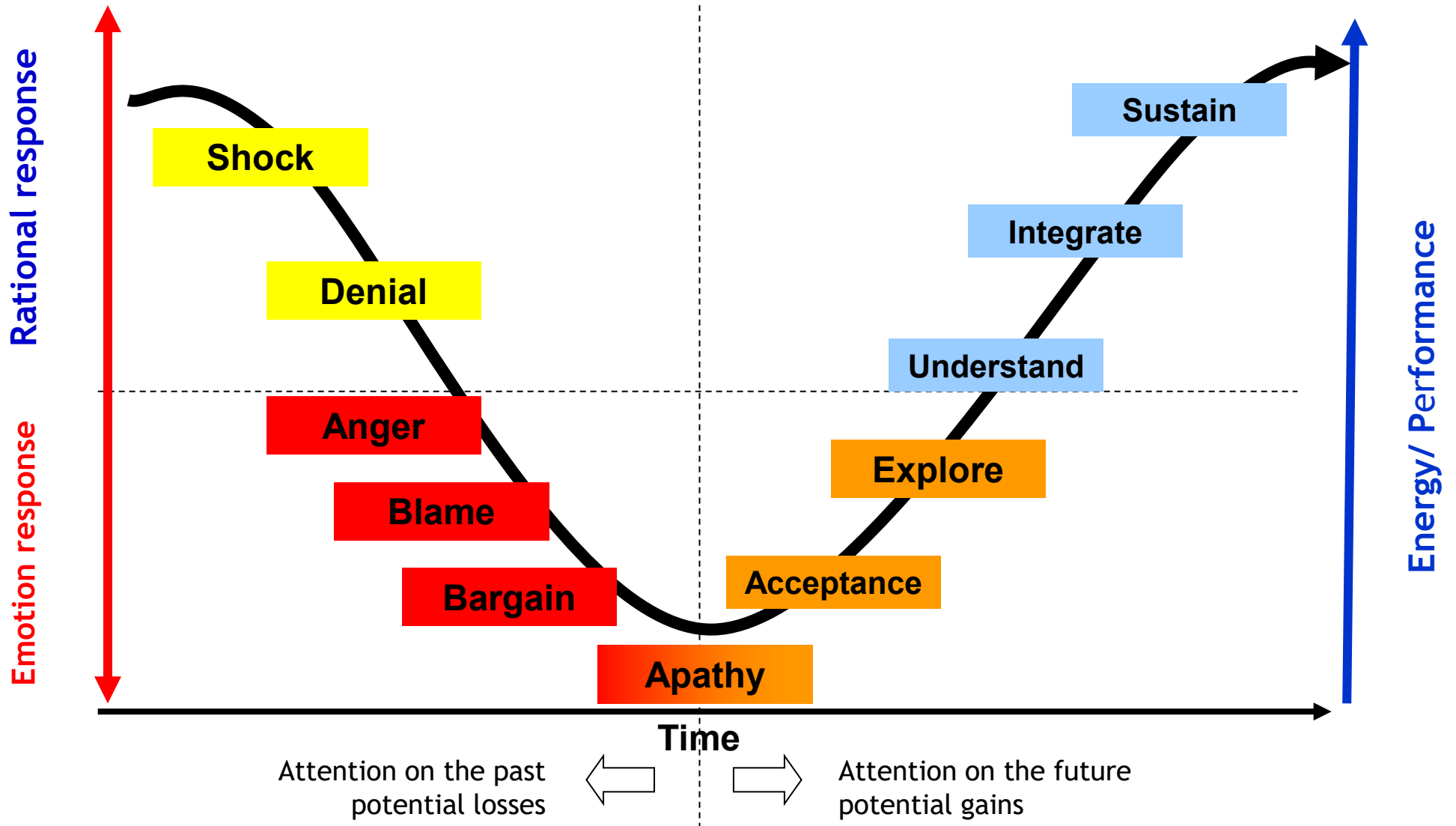- Providing new opportunities

Imposed change

People who have change imposed upon them, see change as:

- Arbitrary and out of control
- Sudden or abrupt
- Potentially threatening
- Creating problems
- Disrupting routines and procedures

- **Strategists**—initiate a change

- **Implementers**— turn strategy into plans

- **Recipients (or Victims!)**

Human Response to Change Cycle - Kubler-Ross©

Leadership Enablers and Derailers:
1. Denial Phase – Give information

Shock

Threat

Little
reaction

Mismatch

Denial

Slower

Processing

Enablers
- Give visible support
- Provide information clearly, honestly, compassionately and consistently
- Provide facts, with gentle repetition
- Assist with support networks
- Link to business drivers

Derailers
- Hit people over the head with the truth
- Push for acknowledgement (this intensifies denial)
- Mixed messages

Leadership Enablers and Derailers:
2. Reacting phase – Give Support

Anxiety

Confusion

Testing

Anger

Blame

Bargain

Apathy

Sadness

Resistance

Enablers

- Listen
- Acknowledge the feelings of those in resistance, acknowledge the losses
- Provide time (as the situation allows)
- Provide facts, be consistent, be honest
- Be empathetic
- Identify areas of stability

Derailers

- Argue
- Ignore
- Provide reasons why they should not feel the way they feel
- Tell them this is good for them
- Push exploration that results in denial
- Dump own reactions on team

Leadership Enablers and Derailers:
3. Investigating phase - Give encouragement

Interest

Explore

Testing

Recycling

Future-
orientation

Enthusiasm

Enablers

- Create opportunities to explore new possibilities
- Make gains tangible
- Reward exploration
- Use participative decision making to restore a sense of control
- Outline pros and cons of new possibilities

Derailers

- Push choices
- Rush choices
- Punish mistakes
- Overestimate or misrepresent future options

Leadership Enablers and Derailers:
4.Implementing Phase – Give reinforcement

Routines

Learn

Risk
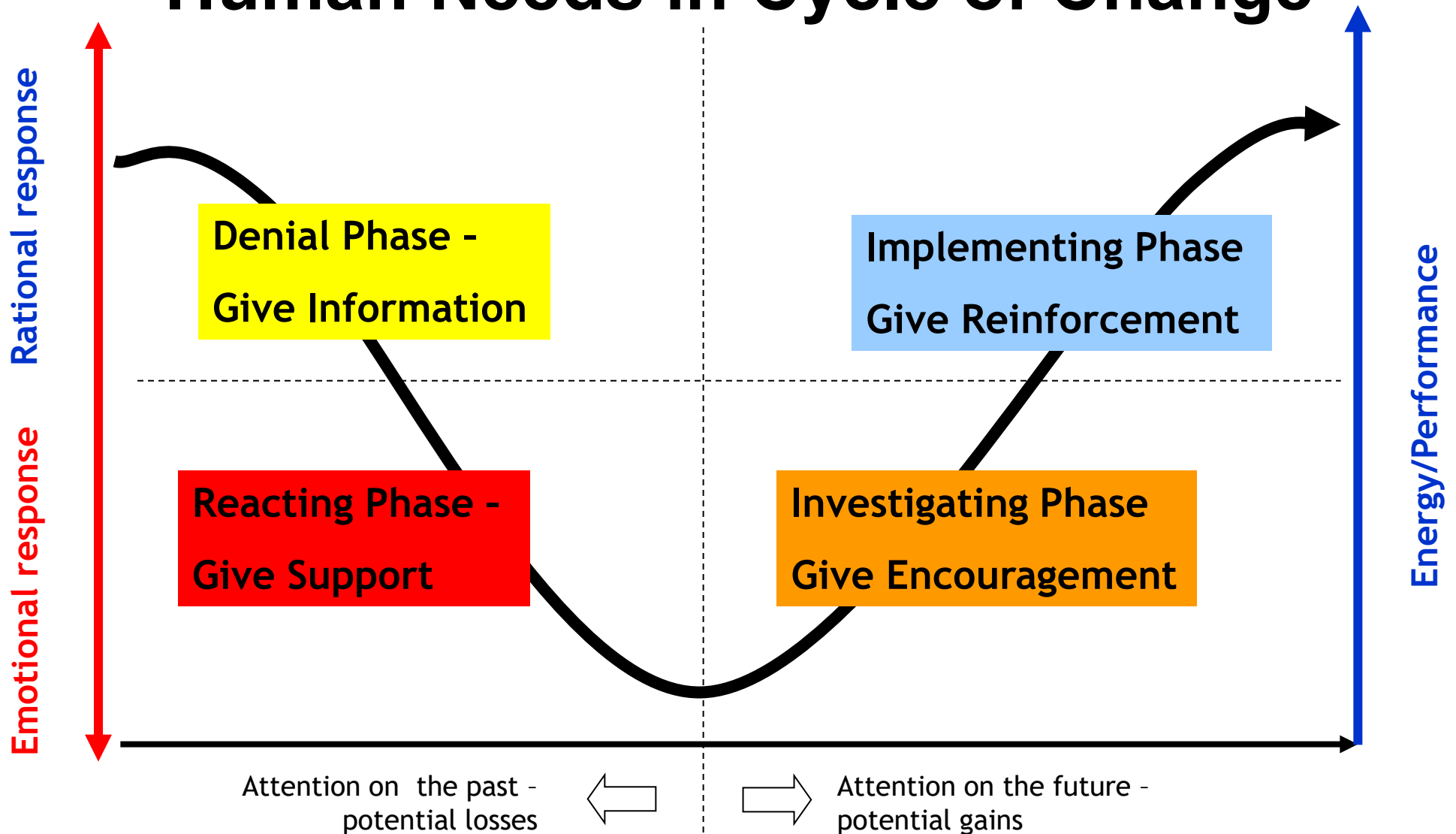
Creativity

Control

Comfort

Complacent

Enablers

- Clarify desired outcomes

- Reward effective performance

- Support risk taking and innovation

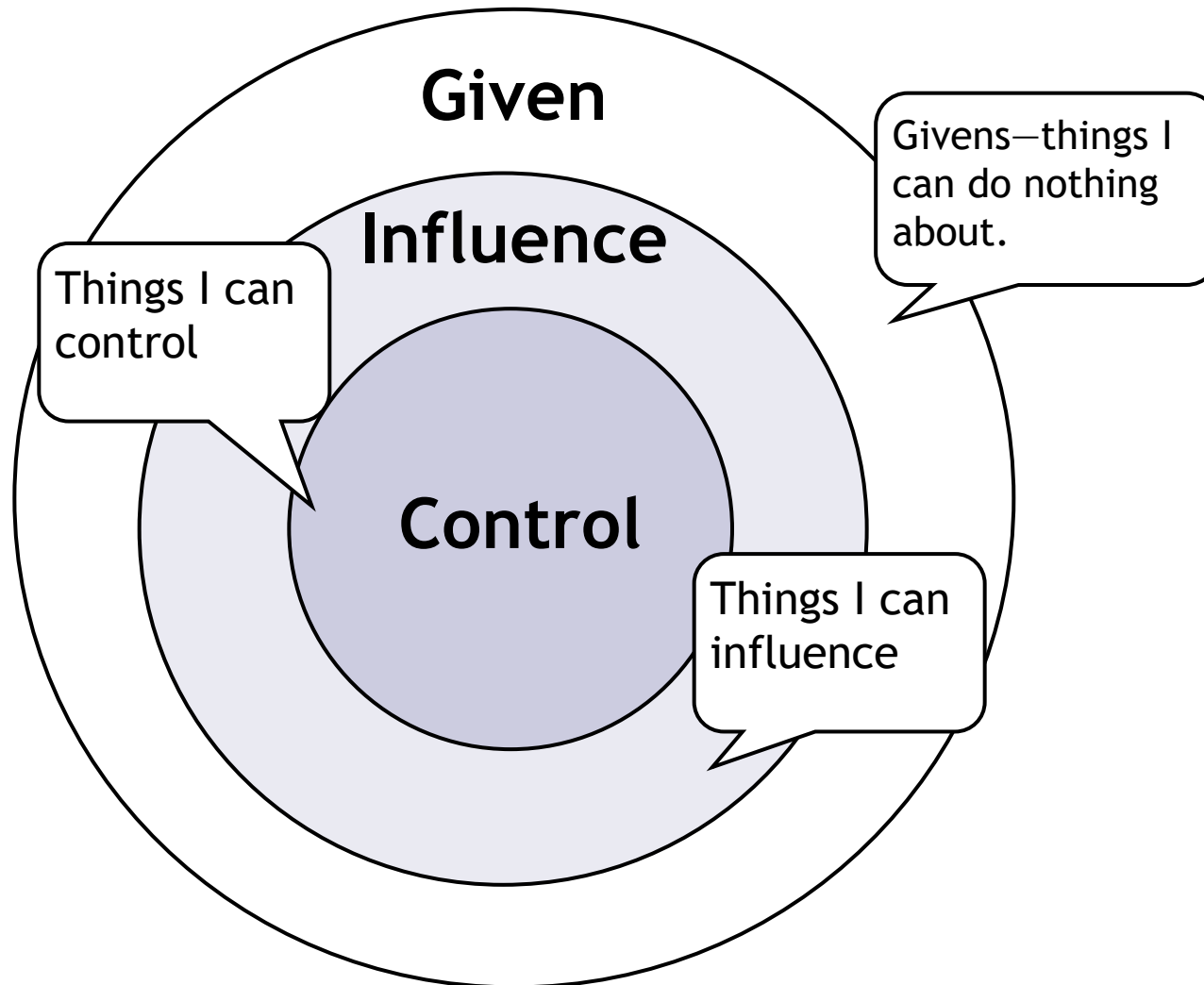- Encourage communication

- Get out of the way

Derailers

- Micro-manage

- Change the ground rules

- Control choices

- Punish mistakes

- Limit participation

- Rush on to the next change without sustaining the present
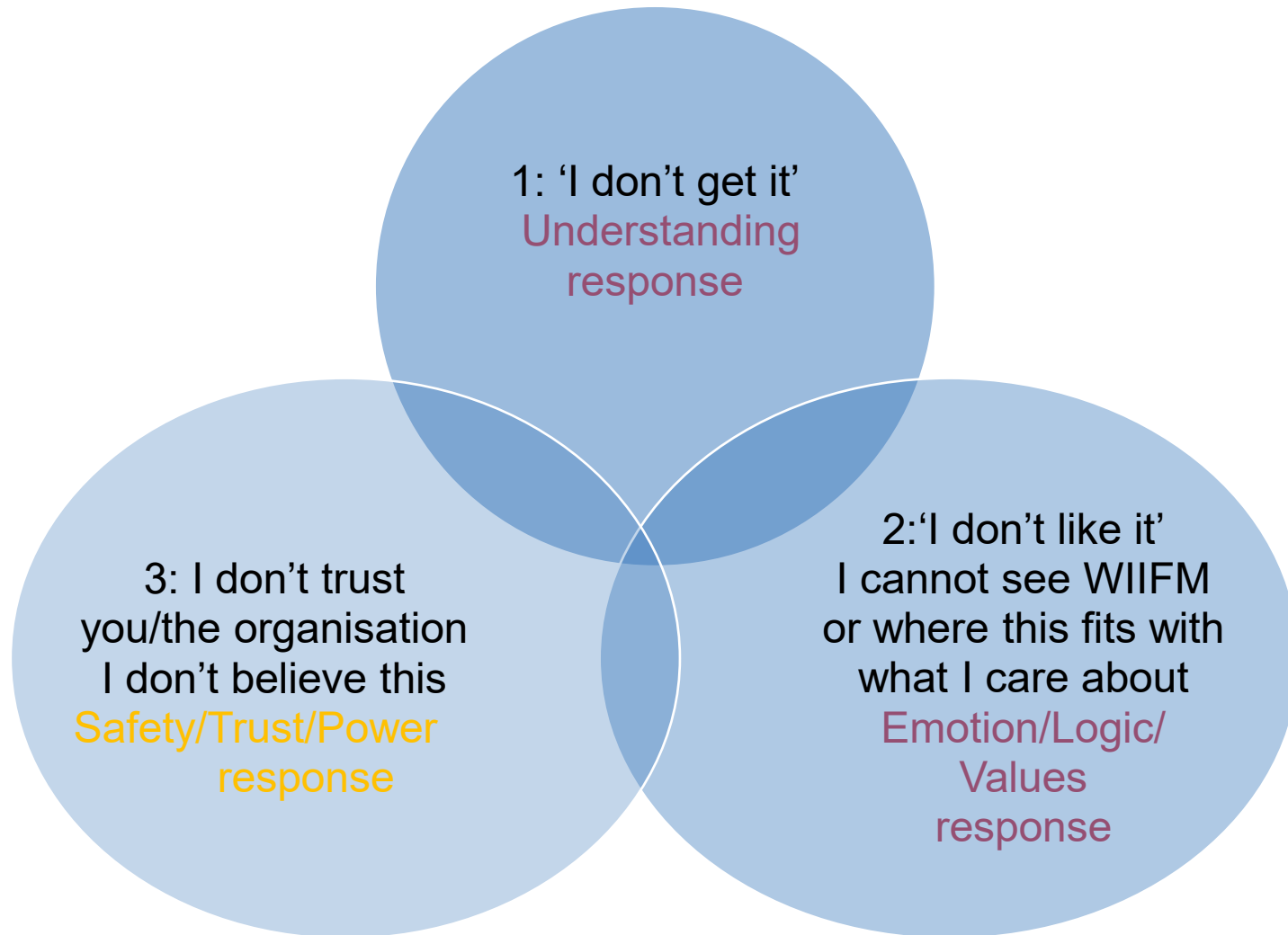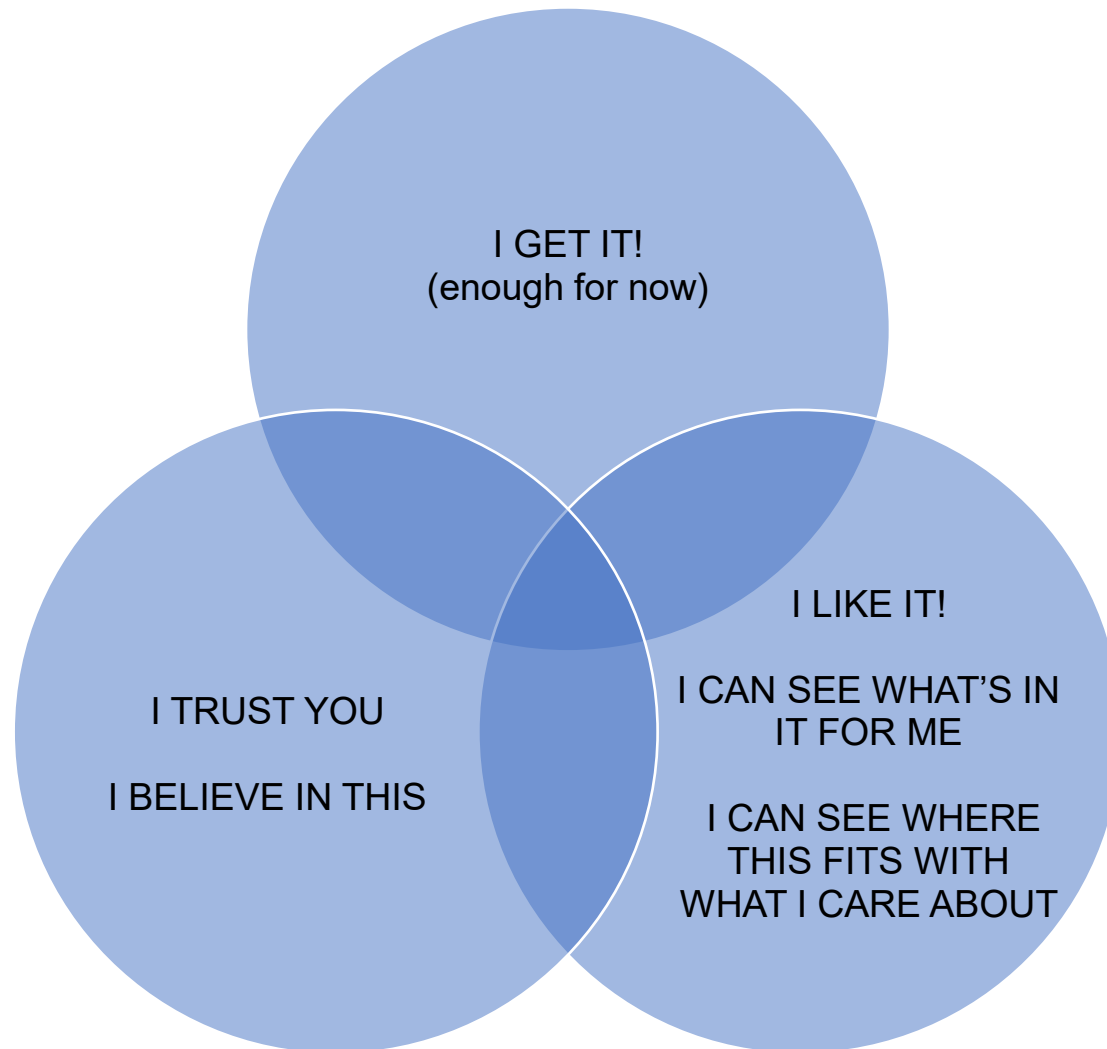
Keeping Choice in Change © Covey

Process

- Individually: list all your issues & concerns about a forthcoming or current change
- Individually: categorise these as CGI: in your direct Control, able to be Influenced by you or a Given
- Pair up: share lists and challenge categorisation (don't attempt to fix it for them!)
- Individually or pair: Identify the issue/concern that is most under your control
- What specific actions do you need to take to address this in the near future? – when? – whose support do you need?
- Pair: Share action plans, challenge your partner to increase ownership & commitment to their plan

"We don't get to choose all of the changes that come into our lives, but we do get to choose how we respond"

Core Reasons for Resistance

1: 'I don't get it'
Understanding
response

3: I don't trust
you/the organisation
I don't believe this
Safety/Trust/Power
response

2:'I don't like it'
I cannot see WIIFM
or where this fits with
what I care about
Emotion/Logic/
Values
response

Rick Maurer ©

Core Factors for Engagement

I GET IT!
(enough for now)

I TRUST YOU

I BELIEVE IN THIS

I LIKE IT!

I CAN SEE WHAT'S IN IT FOR ME

I CAN SEE WHERE THIS FITS WITH WHAT I CARE ABOUT

Rick Maurer ©

Options to Increase Engagement

UNDERSTANDING

Ask them to share what they do understand (to identify gaps)

Use visuals, headlines & detail

Ask questions to allow them to apply knowledge

Involve others who have greater/different levels of understanding

Start with THEIR world, not yours

Provide opportunities to reflect, discuss, match to existing knowledge.

Avoid - Tell once and go away

TRUST

Build Trust in YOU – now forwards

Acknowledge history

WHAT'S IN IT FOR ME

What could be the benefits of this?

- In the short, medium, long term
- Time, Cost, Resource

Describe rational & emotional aspects

Explore what they care about & where /how this fits – however little
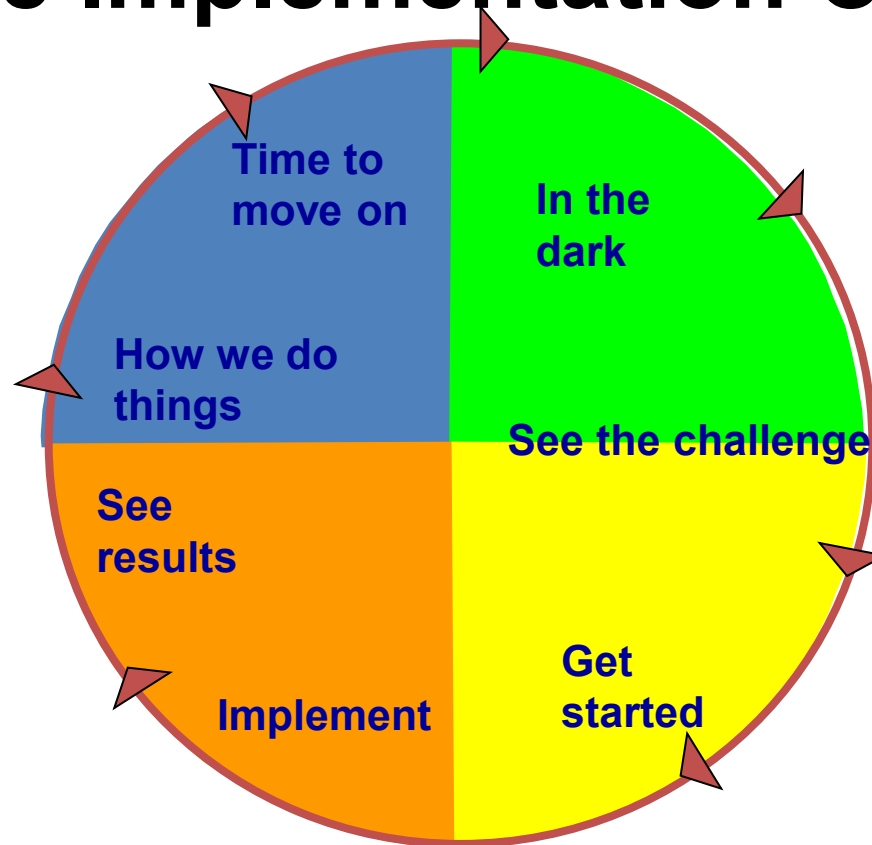
What would be a help right now?

What can you usefully focus on to help you?
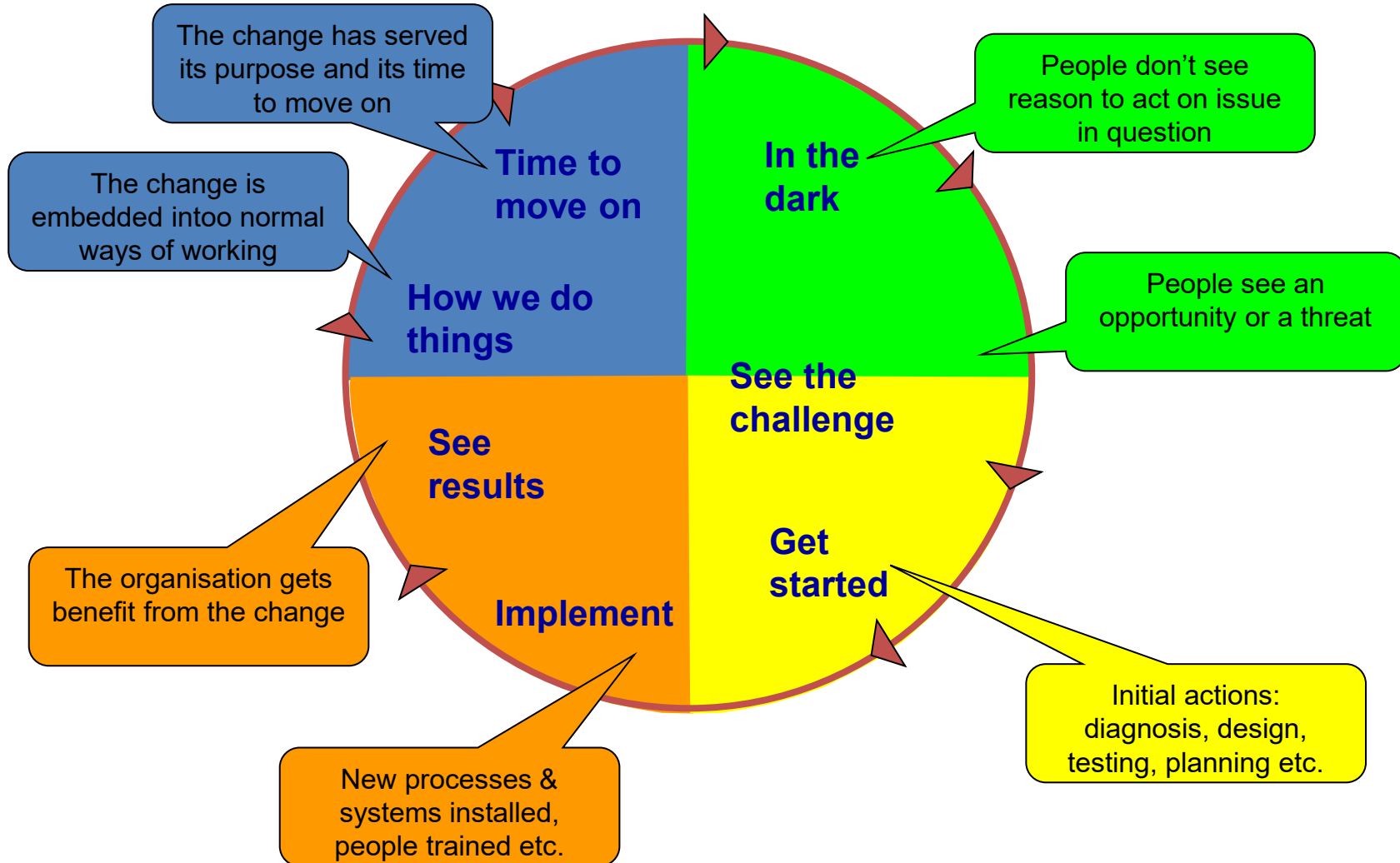
What aspects do you like or do fit?

How can we make this work better for you?

Take an adult-adult approach, real world. 'nothing's perfect'

Change Implementation Cycle
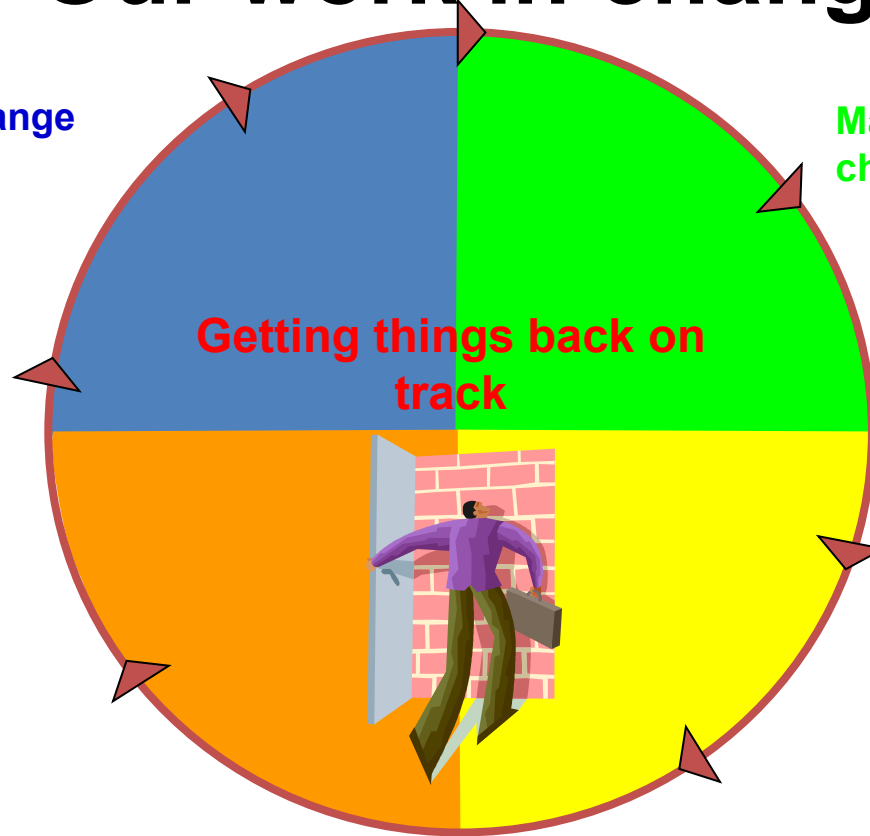
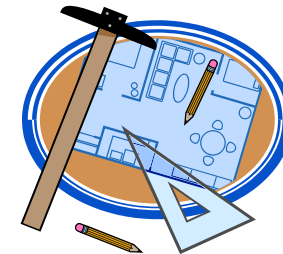# Change Implementation Cycle

Our work in change

Embedding the change

Making the case for change

Getting things back on track

Keeping the change alive

Getting started on the right foot

Maurer ©

Making the Case – for Myself

In pairs

Interview each other - record answers

In your own WORDS

- What is the change you're leading?

- Why now?

- Why this?

- What does success look like for the project?

- What does success look like for you?

- What's keeping you 'awake at night'?

andpartnership
LEADING FOR A CHANGING WORLD

Making the Case for Others

For a key stakeholder
What will gain their support?
Why, What & How?
What might be their reservations & why?

1. What do they need to Understand?

2. What are the Costs to them if this change does NOT happen

3. What are the Benefits if this need to change – is addressed

4. Will they Believe me?
   What do they need to build Trust for this, their trust in me?

Communication in Change

Tips:

- Communicate little and often
- Repeat and reinforce – people don't always hear when they are going through change
- Tell them what you can tell them, what you don't know and what you can't tell them
- Circulate key points afterwards
- Allow time for questions – 'what questions do you have?' not 'any questions?'
- Show patience if the same questions are asked at every session
- Dispel myths and rumours
- Avoid overuse of/inappropriate humour – what you find funny or trivial might be very important to someone else
- Remember why you are doing it – make them feel valued and keep them feeing in control

Tools to use in change

- Check-ins
- Change curve
- Jelly babies
- Sea I'm Swimming In
- Feedback loop
- Likes/Considers
- Glad/Sad/Mad

Focus on the positives – when is the right time?

- Training opportunities
- Celebrating when people make the changes needed
- Reinforcing with successful examples

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Adapting

" It is not the strongest of the species that survives, nor the most intelligent, it is the one that is the most adaptable to change." Darwin