

# Newbury Building Society Leading for our Future W3 - Engaging others for Change



**Newbury**  
Building Society

The background image is a faded photograph of a brick building with a central tower. The tower has a square base and a smaller square on top. The building has several windows and a door. A path leads from the foreground towards the building. There are trees and bushes in the foreground and background. The sky is blue with some clouds.

**Walk the walls**

# FOUR ENERGIES OF LEADERSHIP

## PHYSICAL PQ

Gestures  
Stamina  
Physicality  
Tone  
Voice  
Motion  
Volume

AGGRESSIVE

## INTELLECTUAL IQ

Thinking  
Formality  
Debating  
Structure  
Eloquent  
Rational  
Logical

OPINIONATED

## EMOTIONAL EQ

Openness  
Passion  
Vulnerability  
Listening  
Relationships  
Rapport  
Empathy  
Trust

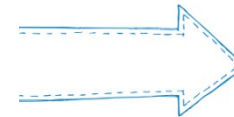
MANIPULATIVE

## SPIRIT SQ

Higher purpose  
Stillness  
Calm  
Resolute  
Vision  
Possibility  
Belief  
Meaning

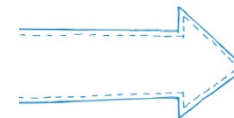
ZEALOT

# Best Self



**Think of a time when you were most purposeful:**

- ★ Describe what happened
- ★ Which of the 4 energies did I use?
- ★ What impact did I have on others?
- ★ How did it feel?
- ★ How did this fit with what I care about?
- ★ What results were achieved?

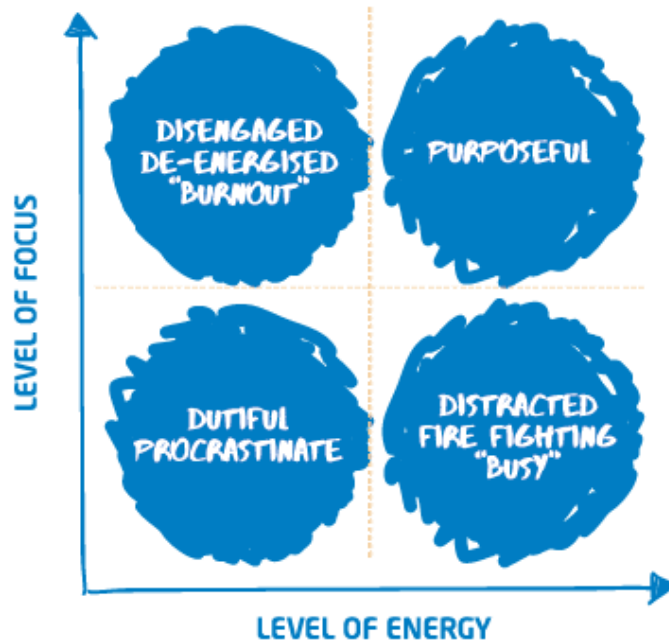


**Speak from 'I'**



**Dare to boast**

# BUSY MANAGER



- Ghoshal & Bruch  
H.B.R Feb 2002

# LEADER / MANAGER / OPERATOR

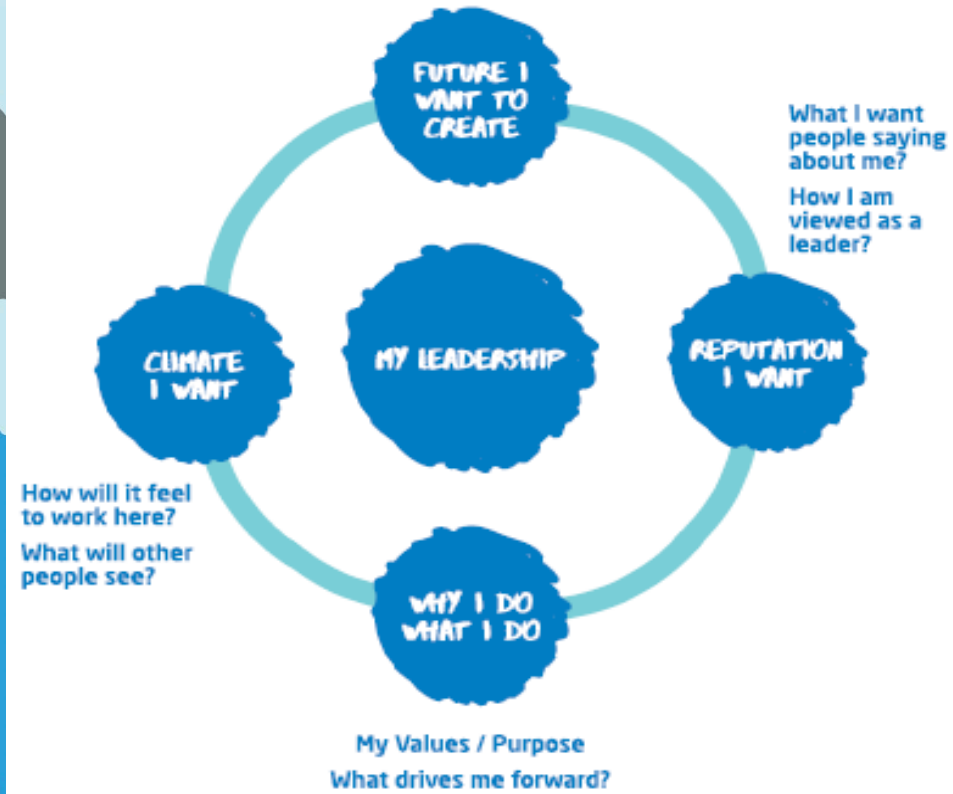


# THE SEA I'M SWIMMING IN

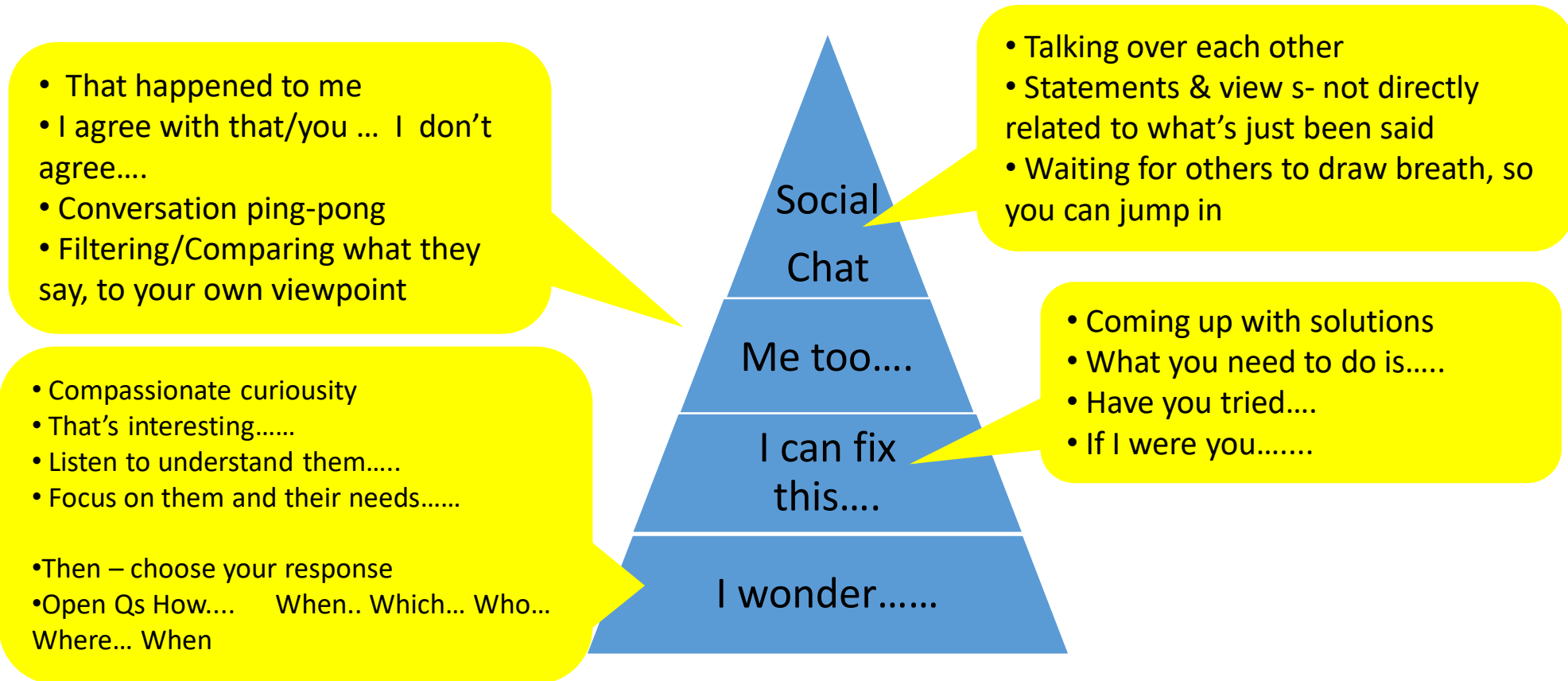


# LEADERSHIP map

What will success look like?  
How will we know when we get there?



# Listening Levels



## When do I listen at these different levels?

**Walk the Walls**

**Impact of programme**

**Understanding Humans in Change  
- our experience**

**BREAK**

**Habits That Help?  
That Hinder?**

**Finding Choice in Change**

**Harnessing Resistance in Change**

**BREAK**

**Engagement Diagnosing using the Ladder**

**Setting up Experiments & Check Out**

**LUNCH**

**What impact is this  
programme having for  
ME so far...**



# **LIVING & WORKING WITH CHANGE**

**What we know  
from our own experience**

# 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**

# 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**

# Chosen & Imposed change

## Chosen Change

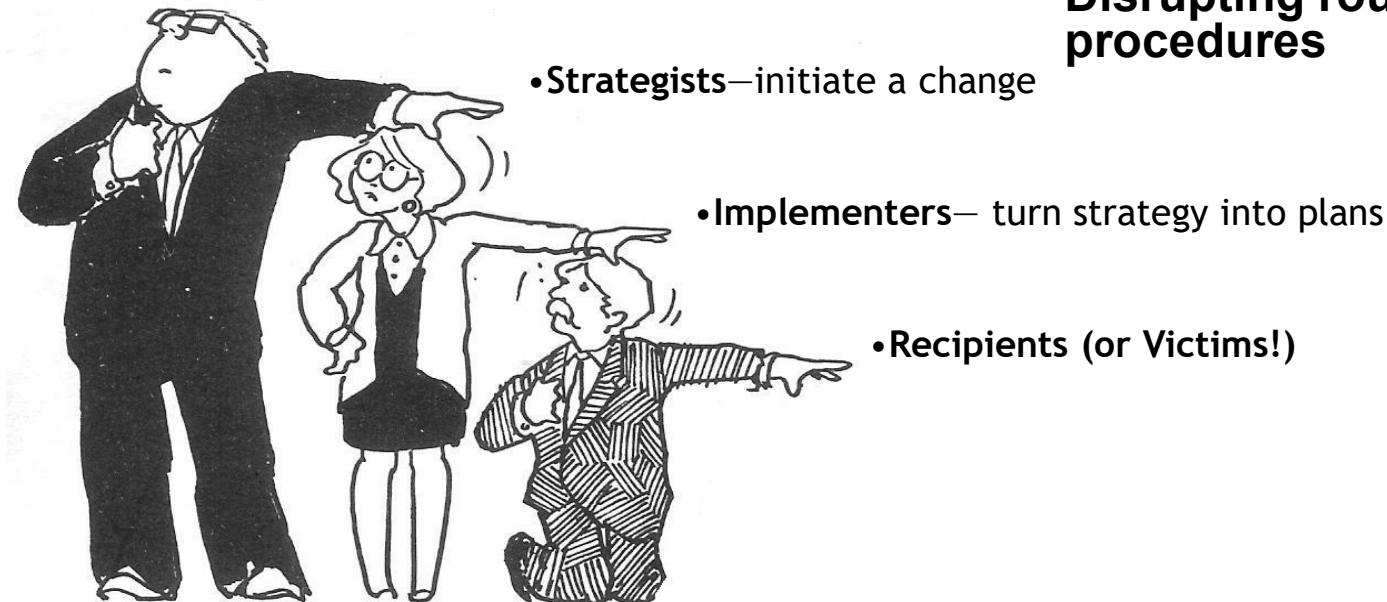
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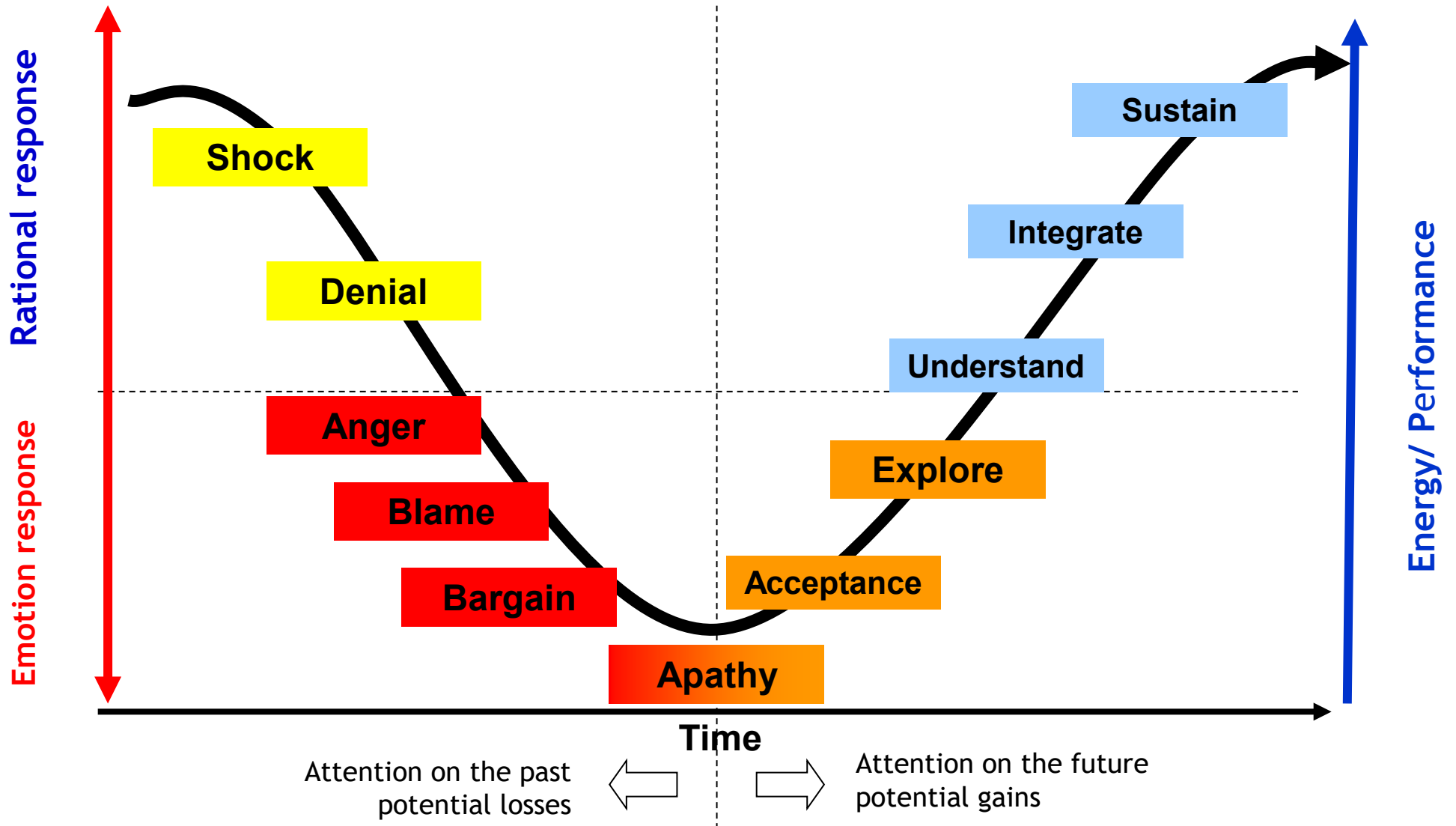
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# **Human Responses in Imposed Change**

# Human Response to Change Cycle - Kubler-Ross©



# **Our Responses as Leader to others: Enabling & Derailing**

# 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

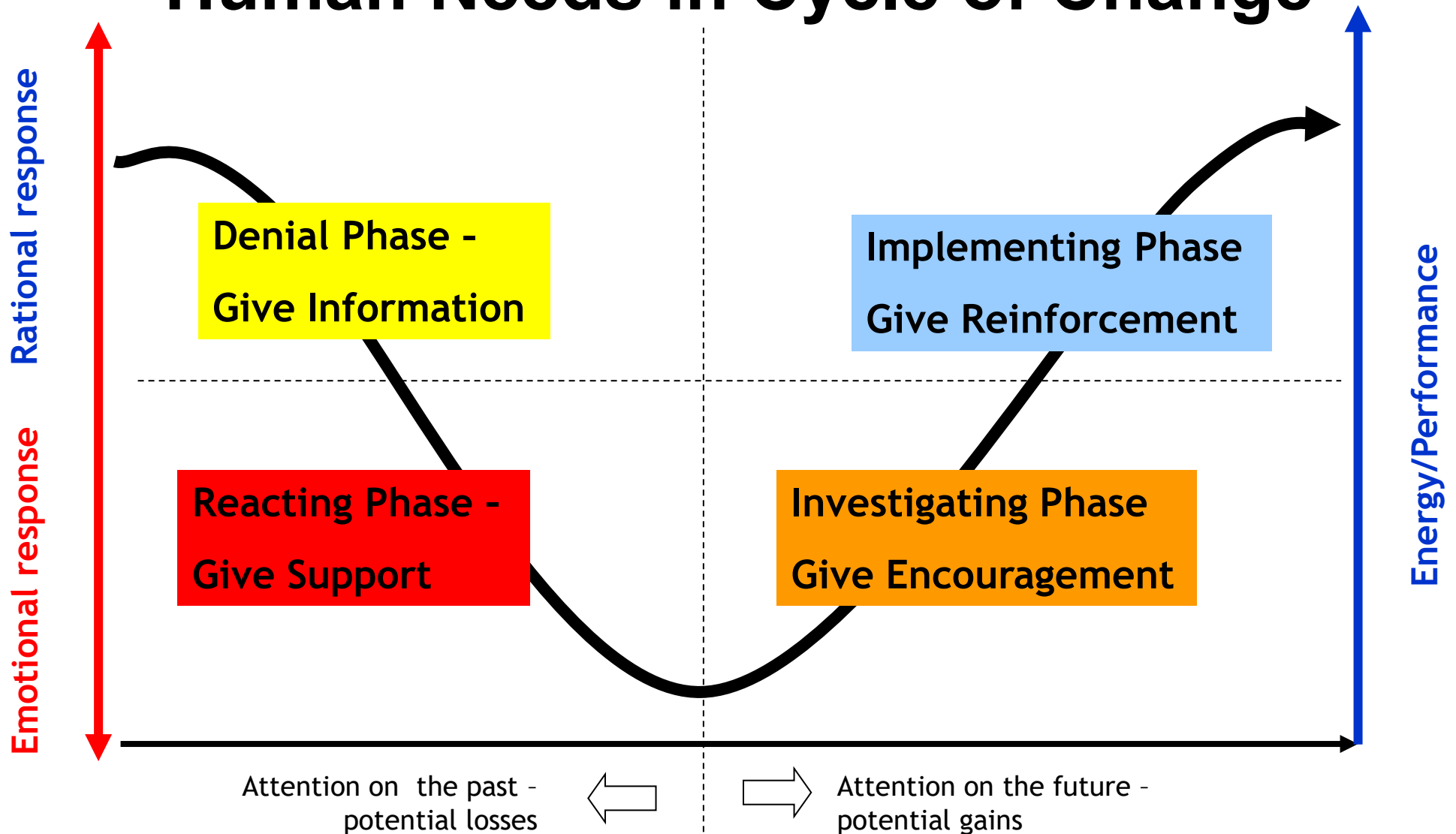
# How I Help? How I Hinder?

Pairs

Recognise my habitual response?

When, with whom do I need adjust?

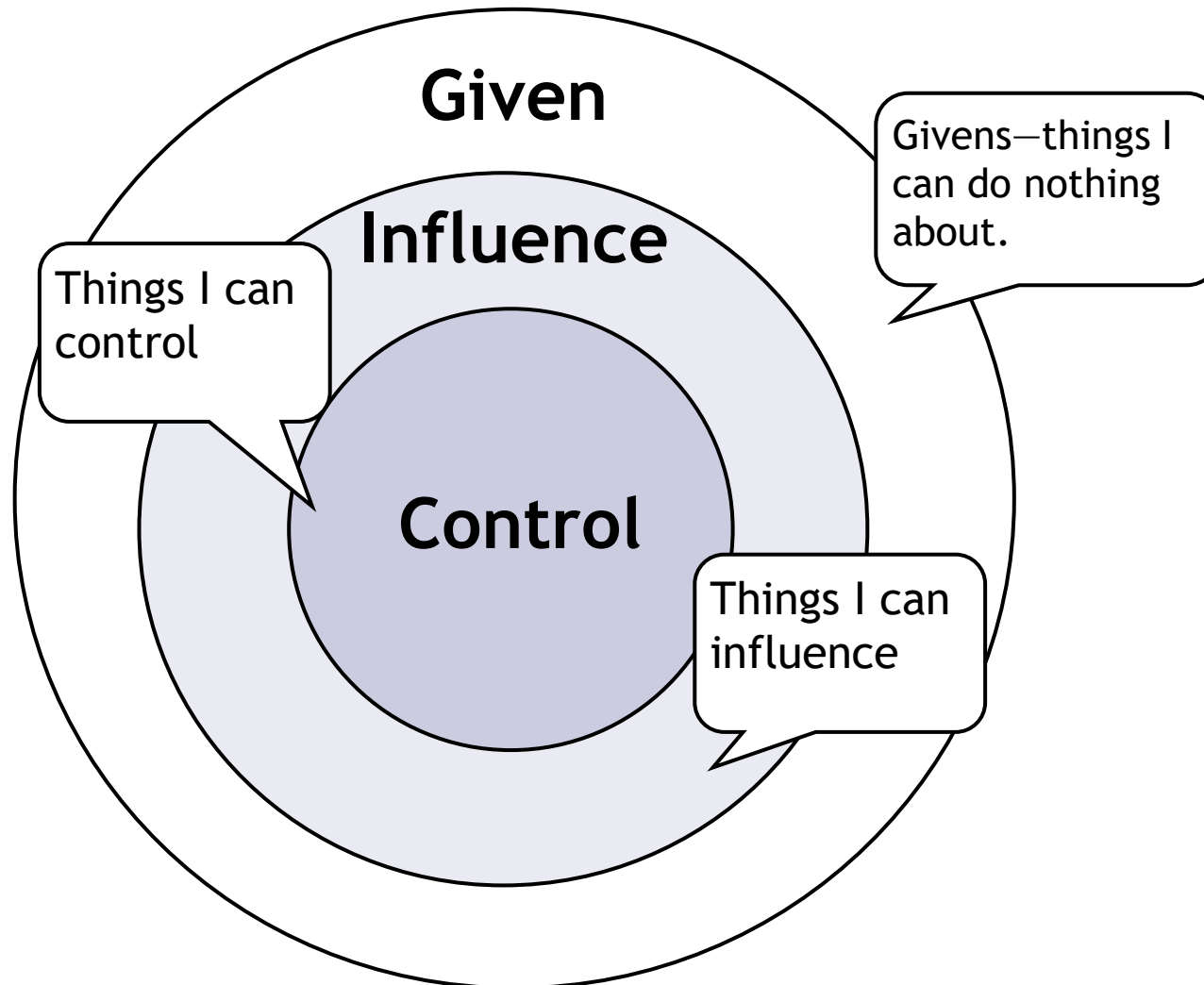
# Human Needs in Cycle of Change





**Break**

# Keeping Choice in Change © Covey



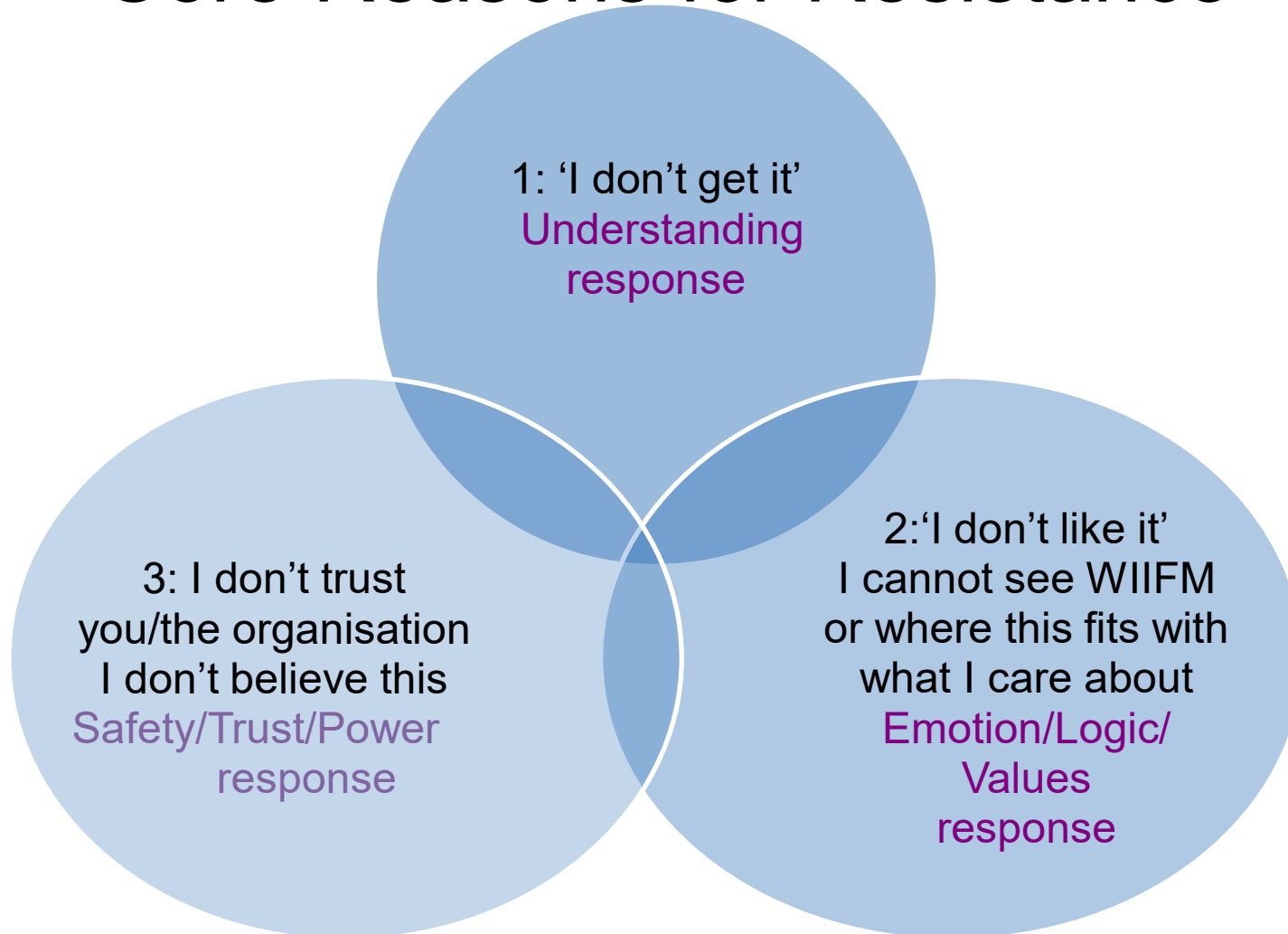
# Process

- 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

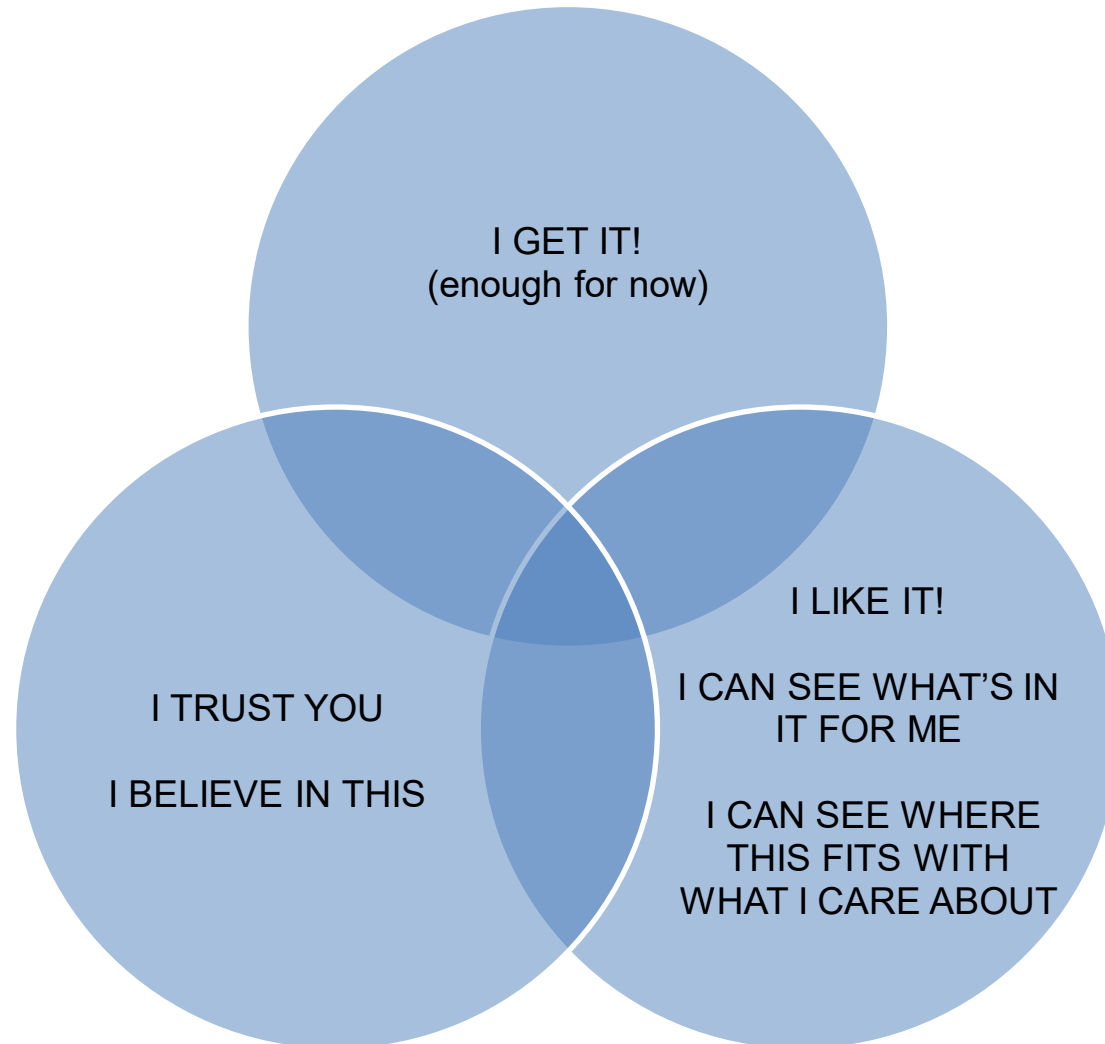


# Imposed Change...

# Core Reasons for Resistance



# Core Factors for Engagement



# 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'



**Break**

# DEFINITION OF ENGAGEMENT

“...ENGAGEMENT IS THE  
EMOTIONAL COMMITMENT  
AN INDIVIDUAL HAS TO AN  
ORGANISATION AND IT'S GOALS.  
THIS EMOTIONAL COMMITMENT  
MEANS ENGAGED INDIVIDUALS  
ACTUALLY CARE ABOUT THEIR  
WORK AND THEIR COMPANY.



# ENGAGEMENT LADDER



# ENGAGEMENT LADDER





# ENGAGEMENT activity

## WITH YOUR FUTURE IN MIND:

- ★ Identify a key short-term deliverable
- ★ Map current levels of engagement for key players – include yourself

## IN PAIRS

- ★ Share and decide where you need people to be
- ★ Agree who you need to focus on over the next few weeks

# Conscious Practise

- Keep noticing and adjusting my style & mindset
- Manage those Self-Limiting Beliefs
- Take action to build Bigger Relationships
- Notice needs and develop my Change Leadership diagnosis & response
- Take action to move key players UP the engagement ladder
  
- Use my journal, my buddy, my ability/choice to reflect on my day
- Activate my support team, talk with more people about the **FUTURE**
  
- Explore the on-line resources we send
  
- Next skills workshop November 7th

# CHECK- OUT

What will you see me  
doing more of  
to stay resilient and lead future  
change..



**Lunch**

# 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**



## Parting Thought....

**“We don’t get to choose the changes that come into our lives, but we do get to choose how we respond”**