

Welcome to . . .

# Leading Change

*Strategies for Guiding and Motivating  
People during Turbulent Times*

# Your Perceptions of Change

What are your reactions when you hear the word “**change**”?

- Negative perceptions
- Positive perceptions



# In Your Small Group . . .

Exploring your goals and questions:

First . . .

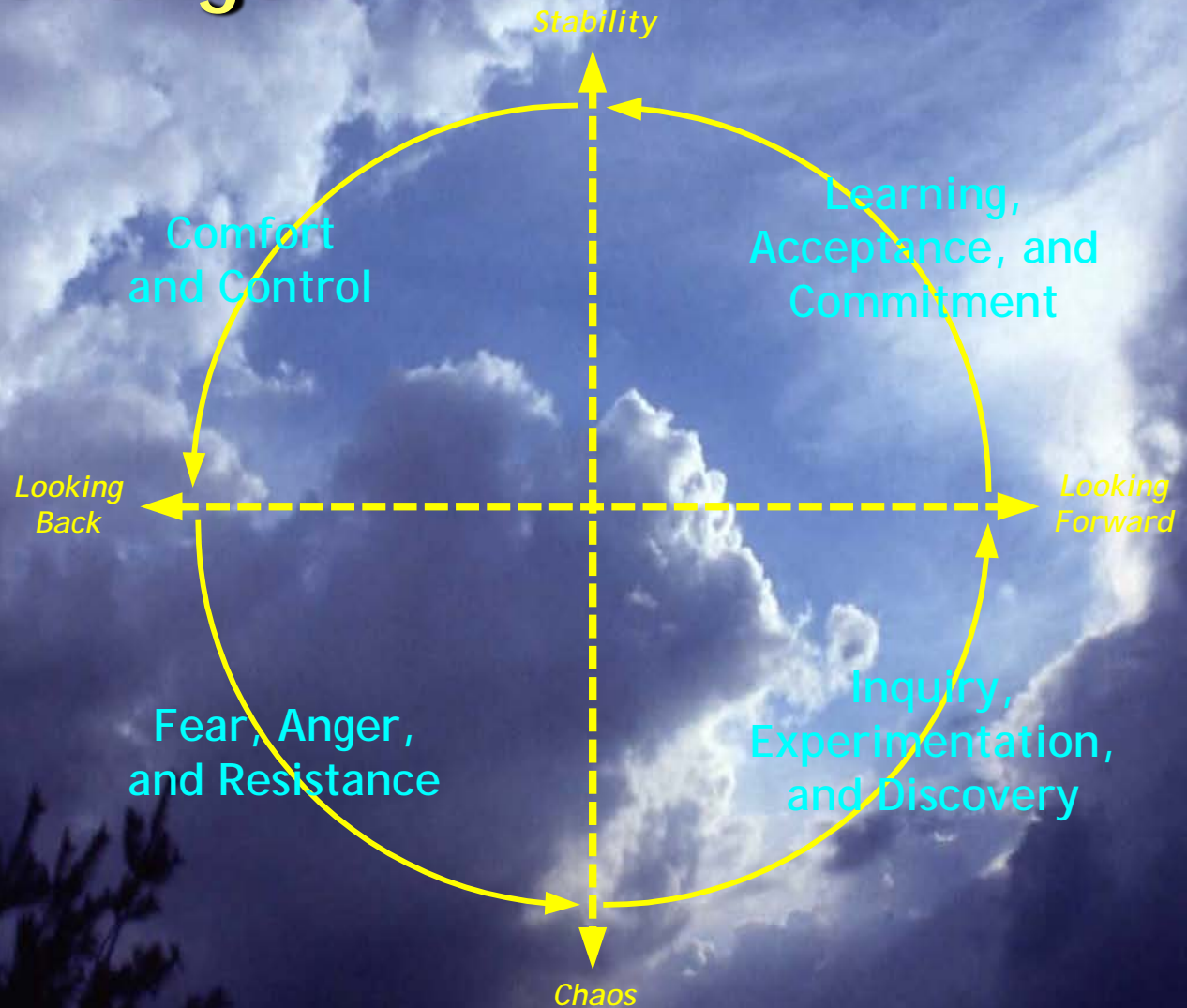
1. Select a group leader.
2. Meet and greet.

Then . . .

1. Share your personal objectives.
2. Develop **two or three questions** that your group would like to have answered by the end of this workshop.



# The Journey Through Change



# Characteristics of Comfort and Control

- Comfortable
- Safe
- Everything's fine
- Happy
- Satisfied
- No problems
- Positive
- Rewarding
- In control
- I'm okay, you're okay!

*People feel comfortable, safe, and in control. They are working hard – but often on the wrong things.*

# Characteristics of Fear, Anger, and Resistance

- Frustration
- Anger
- Fearful
- Betrayed
- Upset
- Confused
- Challenged
- Hostility
- Anxiety
- Self-doubt
- Lost
- Dazed

*People feel frustrated, angry,  
and fearful  
about the change.  
Performance deteriorates.*

# Characteristics of Inquiry, Experimentation, and Discovery

- Confused
- Questioning
- Hopeful
- Opportunity
- Frustrated
- Disappointed
- Challenged
- Half-way there!
- Making progress
- Going in all directions at once!
- Searching for solutions
- Exciting!
- Innovation/creativity

*People want to make the change work – on their terms as well as those of the organization – but they don't have clear answers.*

# Characteristics of *Learning, Acceptance, and Commitment*

- Now I know!
- Energized
- Success!
- We made it!
- Relief
- Wow!
- Self-confidence
- Satisfied
- Comfortable
- What's next?



*People are focused on and excited about the future. They begin working together to accomplish the change vision.*



# Getting Stuck in the Journey

When people get stuck here . . .

→ It can lead to this . . .

Comfort and Control

→ Complacency and Obsolescence

Fear, Anger, and Resistance

→ Sickness and Depression

Inquiry, Experimentation, and Discovery

→ Anxiety and Lack of Integration

Learning, Acceptance, and Commitment

→ Gradual Drift "Backward" into Comfort and Control

# In Your Small Group . . .

What specific actions can we take to help

- ourselves
- others

along the emotional  
Journey through change?



# Actions for Comfort and Control

- Acknowledge their successful past.
- Get people's attention!
- Sell the need for change . . . sell the pain and the consequences of not changing.
- Immerse people in information about the change . . . **customer complaints, budget data, increasing costs, competitive pressures.**
- Let people know it will happen — one way or another!
- Give people time to let the ideas sink in.
- Don't sell the solutions . . . sell the problem!

# Actions for Fear, Anger, and Resistance

- Co-create the vision.
- Listen, listen, listen.
- Acknowledge people's pain, perceived losses, and anger.
- Strive to address their perceived losses.
- Tell people what you know — and what you don't know.
- Don't try to talk people out of their feelings.
- Discuss ways to solve the problems people see with the change.
- Encourage discussion, dissent, disagreement, debate . . . keep people talking.

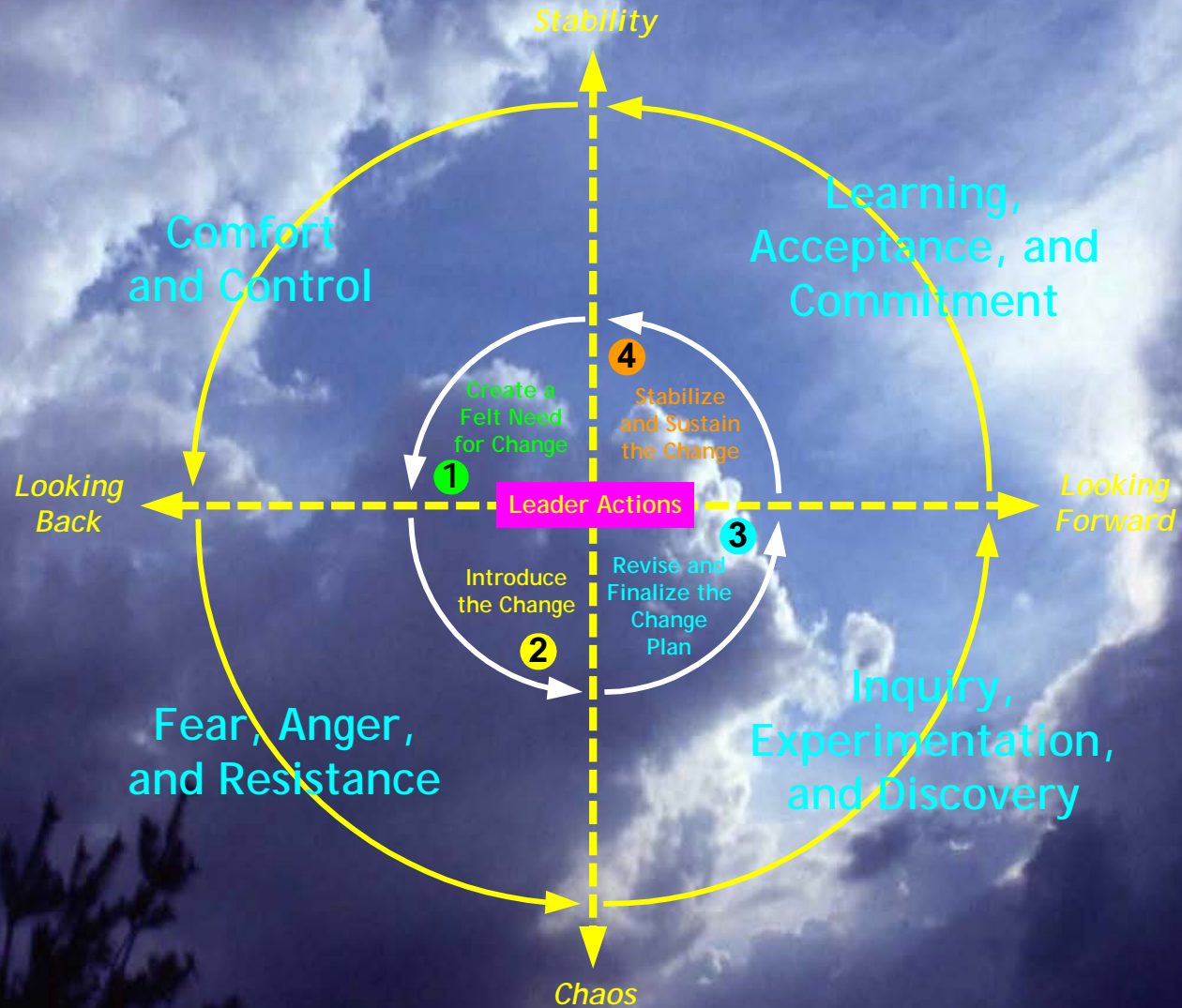
# Actions for Inquiry, Experimentation, and Discovery

- Give people freedom and direction.
- Give people permission to find their own solutions.
- Encourage people to take risks.
- Affirm and refine the vision — make room for others' ideas.
- Tell people as much as you know.
- Encourage teamwork and collaboration.
- Encourage personal reflection and learning.
- Provide people with training and support.
- Set short-term goals.

# Actions for Learning, Acceptance, and Commitment

- Acknowledge their hard work.
- Celebrate successes and accomplishments.
- Reaffirm the vision.
- Bring people together toward the vision.
- Acknowledge what people have left behind.
- Develop long-term goals and plans.
- Provide tools and training to reinforce new behaviors.
- Reinforce and reward the new behaviors.
- Create systems and structures that reinforce new behaviors.
- Prepare people for the next change.

# Leader Actions . . .



# In Your Small Group . . .

What specific actions can we take to introduce, lead, and sustain a specific change in our organization?

Identify actions that help you

- a. Initiate or introduce the change.
- b. Respond to the emotional needs of people at the respective stage.
- c. Meet the noted “key challenge.”





# Introduce the Change



- Ask people to solve the “problem.”
- Offer your own possible solutions and strategies.
- Work with others to co-create a shared change vision.
- Guide people in exploring the positive outcomes.
- Listen to people’s objections, concerns, fears, and perceived losses.
- Acknowledge their fears and perceived losses.
- Invite people to offer ideas to offset the losses and realize the benefits.
- Integrate their concerns about and ideas for improving change.

# Revise and Finalize the Change

- Help people
  - identify/explore the hidden opportunities
  - define the future of the change on their terms – and those of the organization
  - invent creative solutions to the challenges
- Continue to identify obstacles to change acceptance that must be overcome – explore the hidden opportunities.
- Encourage people to find creative answers to their questions about the change.
- Adjust the change vision, strategy, and plan in response to the ideas and answers offered by stakeholders.



# Stabilize and Sustain the Change

- Develop action steps for stabilizing, reinforcing, and sustaining the change:
  - Give people time to mourn their actual losses
  - Provide skill and knowledge training
  - Revise job descriptions
  - Develop new reward systems
  - Strengthen social connections and relationships
  - Recognize and celebrate accomplishments
- Develop performance measures to evaluate the results from the change.
- Make adjustments to the change vision and strategy to reflect new learning and insights.
- Challenge people to be open to new challenges, forces, and pressures for the next change.

# The Origins of Resistance . . .

1. Some people fear **loss**.
2. Some people **mistrust** those who lead.
3. Some people **disagree** on the change.
4. Some people **don't tolerate change** well.



# In Your Small Group . . .

1. Which of the **reasons for change resistance** are the most likely causes of resistance in this organization or for this change?
2. Identify at least **two or three actions** that change leaders and those affected by the change can take to help reduce or eliminate that source of resistance.



# We Value Resisters Because . . .



- They clarify the problem.
- They identify other problems that need to be solved first.
- They force change leaders to think before they implement the change.
- Their tough questions can strengthen and improve the change.
- They let us know who opposes the change.
- They slow down the change.
- They may be right, it is a dumb idea!

# Thank You!!

- Please complete the workshop evaluation.
- Good luck with your change leadership!