



Helping Others Through Organizational Change: *For Managers and Human Resources*

Ashley Miles

SAMPLE

We'll be discussing ways to:

- Share learnings gained from changes you've experienced in the past
- Recognize reactions to change and learn ways to positively manage them
- Think about ways to help ourselves and each other through change
- Keep your focus on maintaining positive business momentum

1. Theory of Transition: Emotional Reactions to Change (Bridges)
 - What stage are you/your direct reports
2. Change as “loss AND opportunity”
3. Change as a detour in life
4. Different behavioral preferences to change (DISC) = need for adaptive management and communication style
5. Being Proactive in Change
 - People & Tasks
 - Circles of influence and concern (Covey)
6. Communicating change
 - Different roles for different levels of Management
 - Methods (pros and cons)
7. Change Management and Emotions
 - EI
 - Reactions: Diagnosing and Managing “loss”, “denial”, “confusion”, “anger”
8. Tips on one-to-one communication during change & checklist

1. Theory of Transition

THE CHANGE PROCESS

ENDINGS → NEUTRAL ZONE → BEGINNINGS

Endings	Neutral Zone	Beginnings
Recognizing what's changing and what you are giving up	Recognizing the reality of the change and where you are going	Starting to explore where you're going to be
Feelings: <ul style="list-style-type: none">• Sadness• Loss• Grief• Uncertainty• Identity	Feelings: <ul style="list-style-type: none">• Discomfort/Confusion• Frustration	Feelings: <ul style="list-style-type: none">• Discomfort/Fear• Hope

Where are you and/or your co-workers, or direct reports in this process?

DENIAL

Shock

Refusal to consider potential impact

RESISTANCE

Loss, anger and hurt

Bargaining and depression

COMMITMENT

Planning for the future

Positive action

EXPLORATION

Understanding

Acceptance

No matter how we feel about it, if we can't change how things are, we have to find ways to move forward. Before you can move forward, you have to let go.

What does letting go mean?

1. Recognize what you had
2. Acknowledge that things are changing and won't be the same
3. Allow yourself to feel the emotion (sad, happy, confused) about what's changing
4. Manage the present by attending to day-to-day activities
5. Prepare yourself to move forward by taking steps to manage what you can manage

What might be changing for you and your co-workers at work?

What might be changing for you and your co-workers outside of work?

What might you and your co-workers need to let go of?

How will you feel about letting go of those things? How easy will letting go be?

2. Loss AND Opportunity

LEARNING FROM EXPERIENCE

Change has two faces: Loss **And** Opportunity

The **loss** related to changes that happen to the way things are now.

How might these changes affect you?

Example: the work that needs to be done



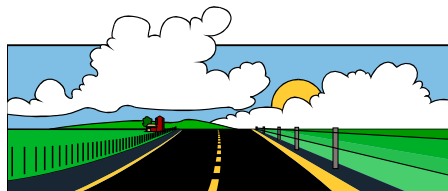
The **opportunity** related to discovering how things will benefit you in the future.

How might these changes affect you?

Example: learning new skills needed to do the work



3. Change as a Detour



LEARNING FROM EXPERIENCE

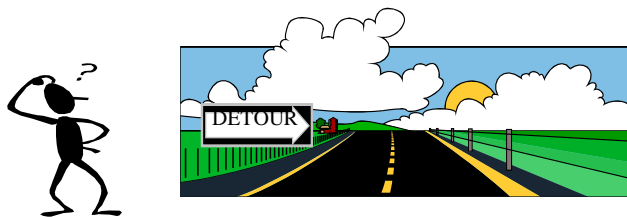
How is Change like a detour on a highway?

Detours usually require a change in direction. What's the potential benefit?

With any change, or “detour”, it is important to pay attention to the “road signs”. What do you need to do to get where you want to go when you hit a detour?

Detours are part of life. So is change.

Your experience with life's “detours” can help you look for the possibilities, find the potential opportunities, and make the change work for you.



MANAGING PEOPLE AND WORK ISSUES

So, what does our experience tell us about how to manage change?

During times of change it becomes even more important to attend to both People Issues, and Work Issues

- The People Issues - understanding your own and others' reactions to change, and managing reactions, feelings, and relationships in a healthy manner.

AND

- The Work Issues - identifying and focusing on the tasks that need to be done, objectives that need to be achieved, maintaining performance momentum, and serving your customers.

4. Perceptions of Change - DISC

C

27.0%

- Looks for facts and information to help with the change
- "Why do we need to change?"
- May be slow to change
- Logical and systematic approach
- Wants to test the effects of the change first

Thinking

- Likes change for the sake of change
- "Change is necessary."
- "This is progress without a doubt"
- "Innovator" seeks new ways of doing things
- Competitive; therefore wants to be the first

D

13.9%

Sensing

- Does not want to make changes, unless they know
- "It is working for us now change?"
- "How are we going to do this?"
- Look for what is best and known to work
- Change is a risk
- Wants to lead the change

Intuition

- Often finds change exciting
- "This is going to be fun!"
- Considers how others are affected by the change only to find reason for motivating them behind the change
- Wants to remain popular and therefore looks for new ways of making oneself interesting in the eyes of others

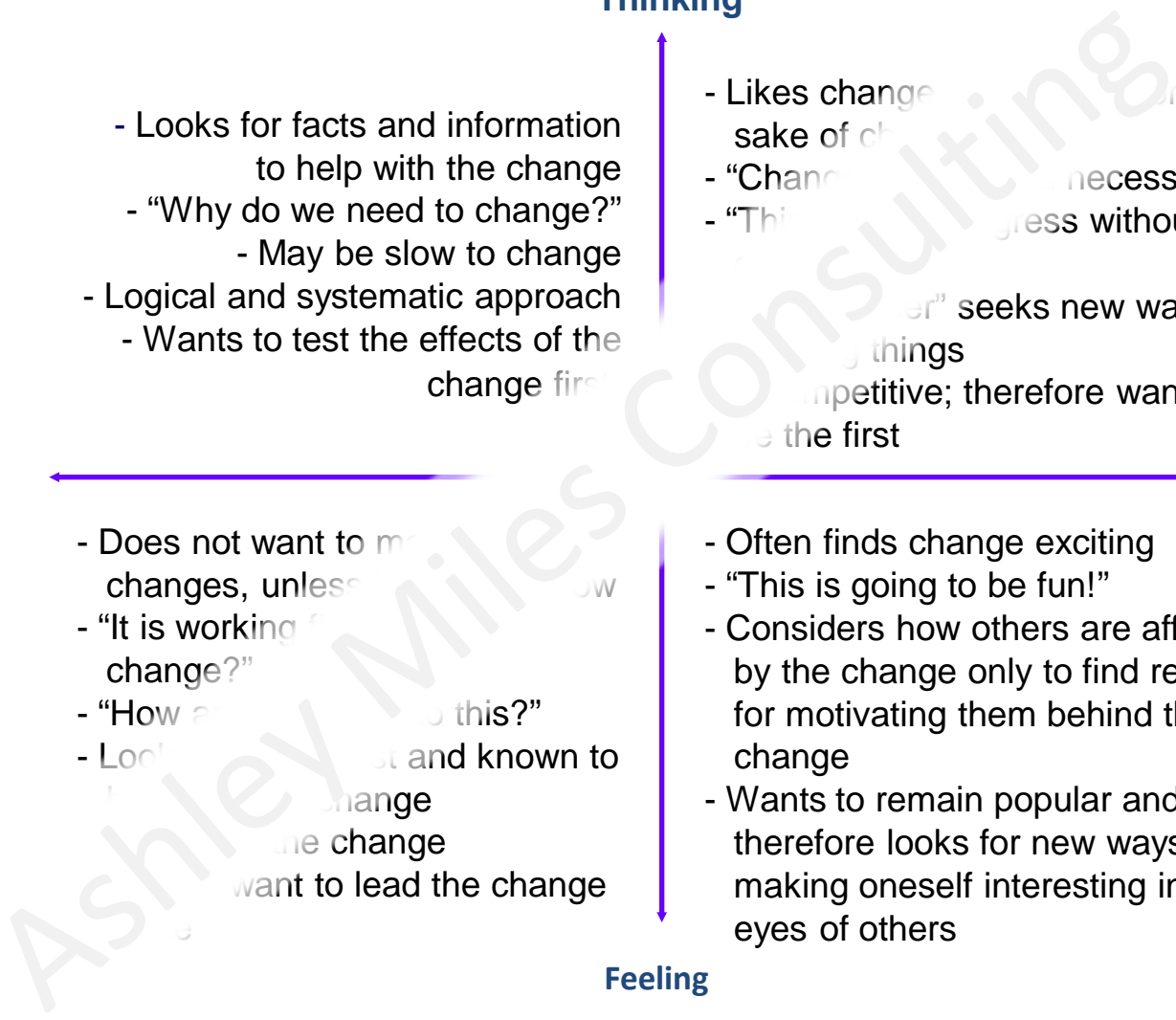
S

26.6%

Feeling

I

32.5%



5. Being Proactive – People & Tasks

What are some Helpful “People-Oriented” Behaviors to focus on during change?

Example: Listening, asking questions.....what else???

What are some Helpful “Work-Oriented” Behaviors to focus on during change?

Example: Staying focused on what needs to be done, taking initiative.....what else???

Coping With Change

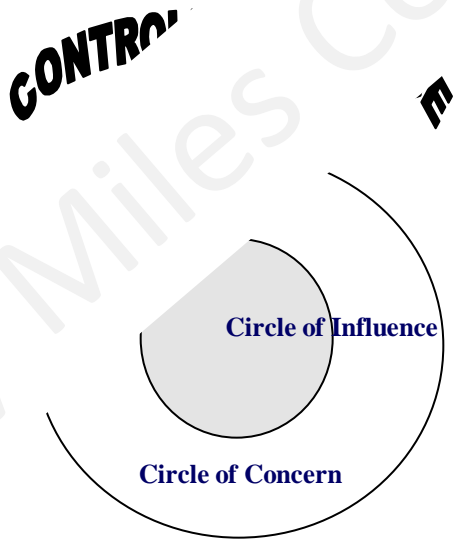
What is your Circle of Influence?

Take 5 minutes - list the change issues at work that you can control in the "Circle of Influence". Then list those change issues beyond your control under the "Circle of Concern".

Circle of Concern:

Change Issues Beyond My Control

E.g., knowing what my job will be like after the change



Circle of Influence:

Change Issues I Can Control

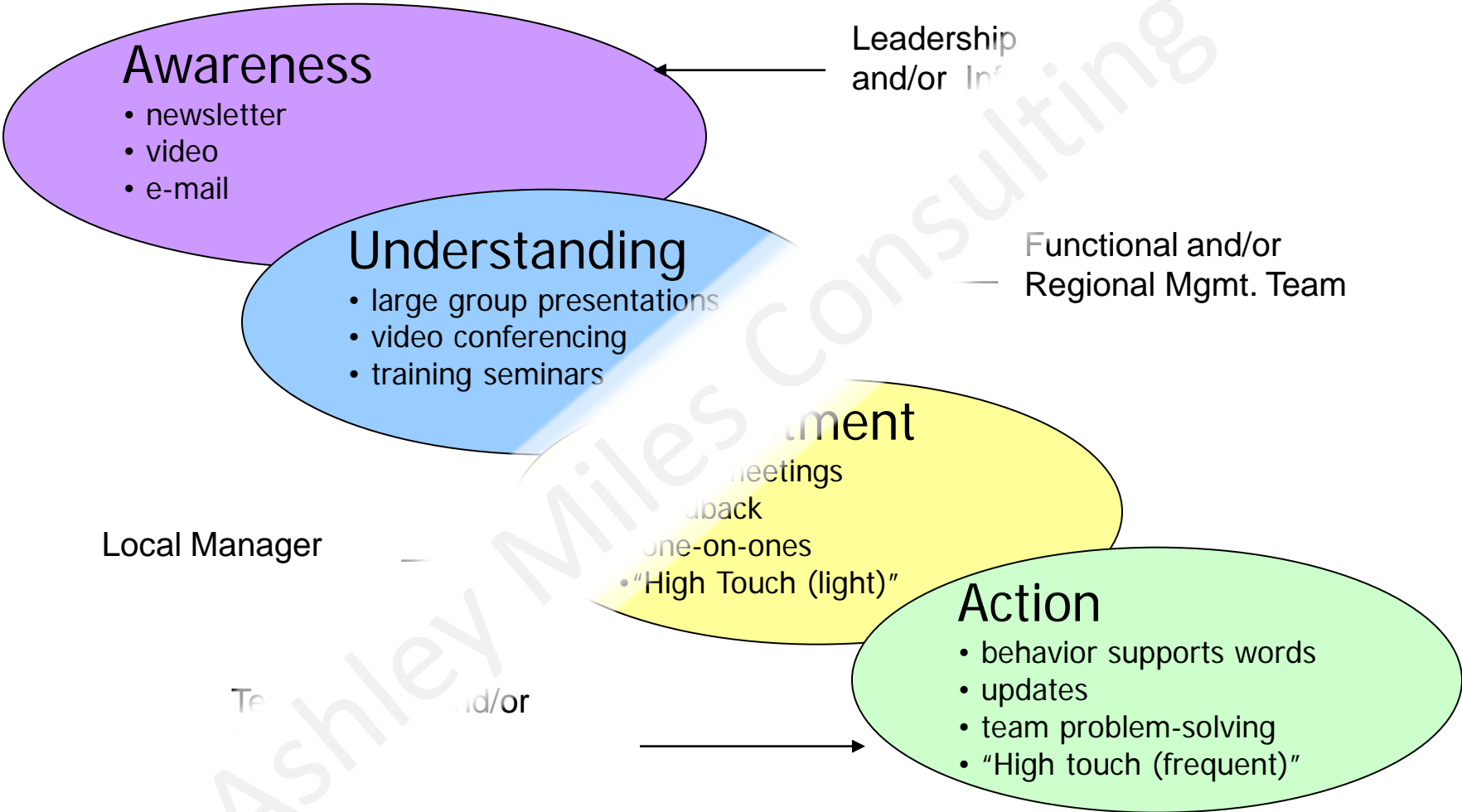
Example: Learning and applying stress management techniques

Adapted from.

of Highly Effective People, 1989

6. Communicating Change - Roles

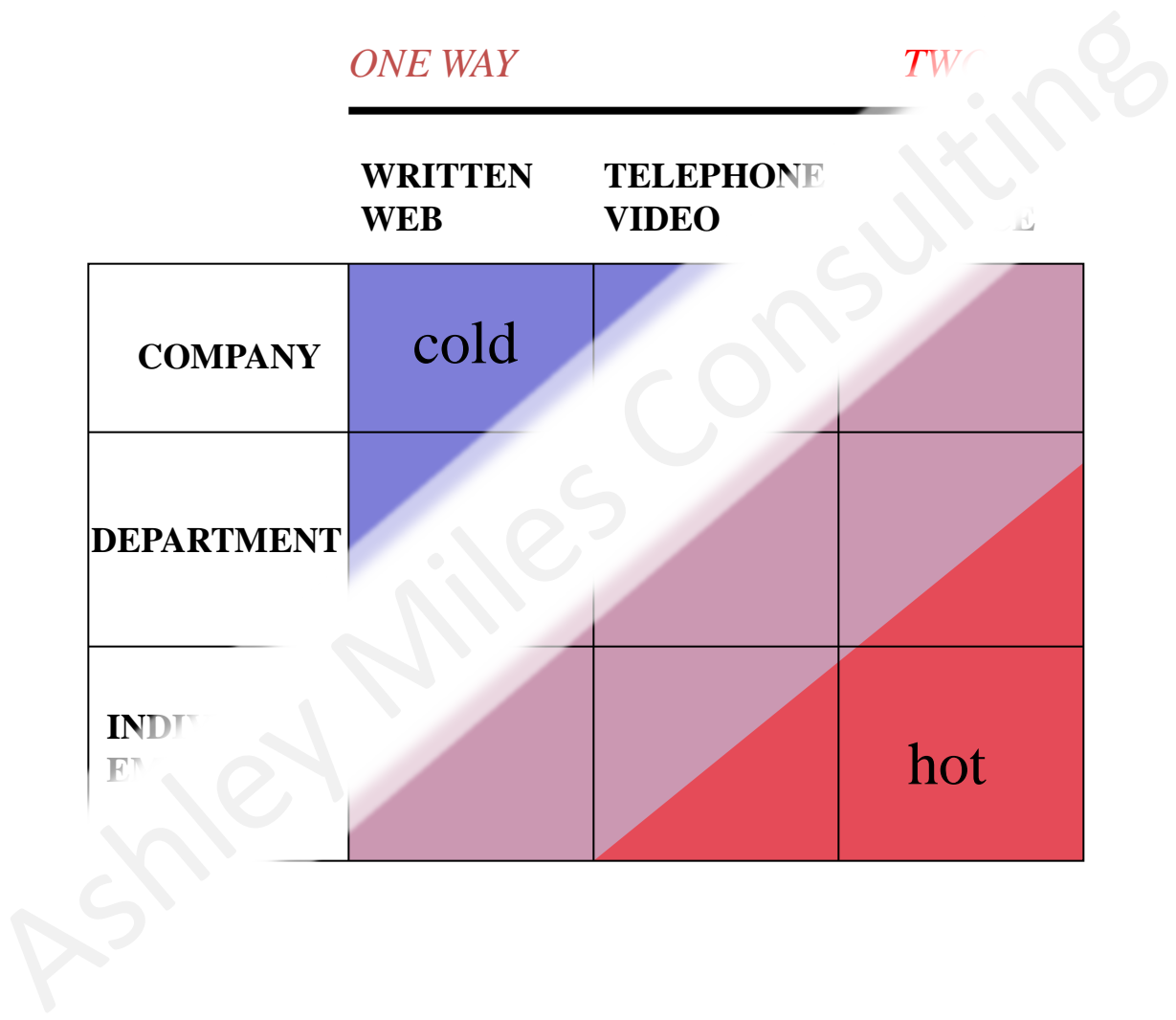
Different Roles for Level of Manager



Adapted from B... Communicating Corporate Change, 1996

6. Communicating Change - Methods

	<i>ONE WAY</i>		<i>TWO WAY</i>
	WRITTEN WEB	TELEPHONE VIDEO	MEETING
COMPANY	cold		
DEPARTMENT			
INDIVIDUAL			hot



Summary

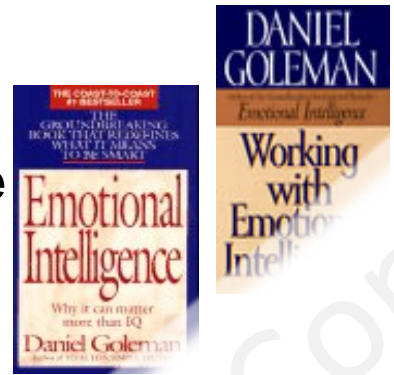
Making Change Work For You



The more we can take action and support each other to manage people and work issues, the more we can expand our circle of influence with change issues and make this change work for us.

7. Emotions and Change Mgt. - EI

- Technical Skills
- Cognitive Skills
- **Emotional Intelligence**



Most requested HBR reprint for the last 40 years!



"...emotional intelligence is estimated to be twice as important as the other two skills for jobs at all levels."

—Daniel Goleman
Harvard Business Review



Emotional Intelligence Defined

EMOTION
MOTION

To move

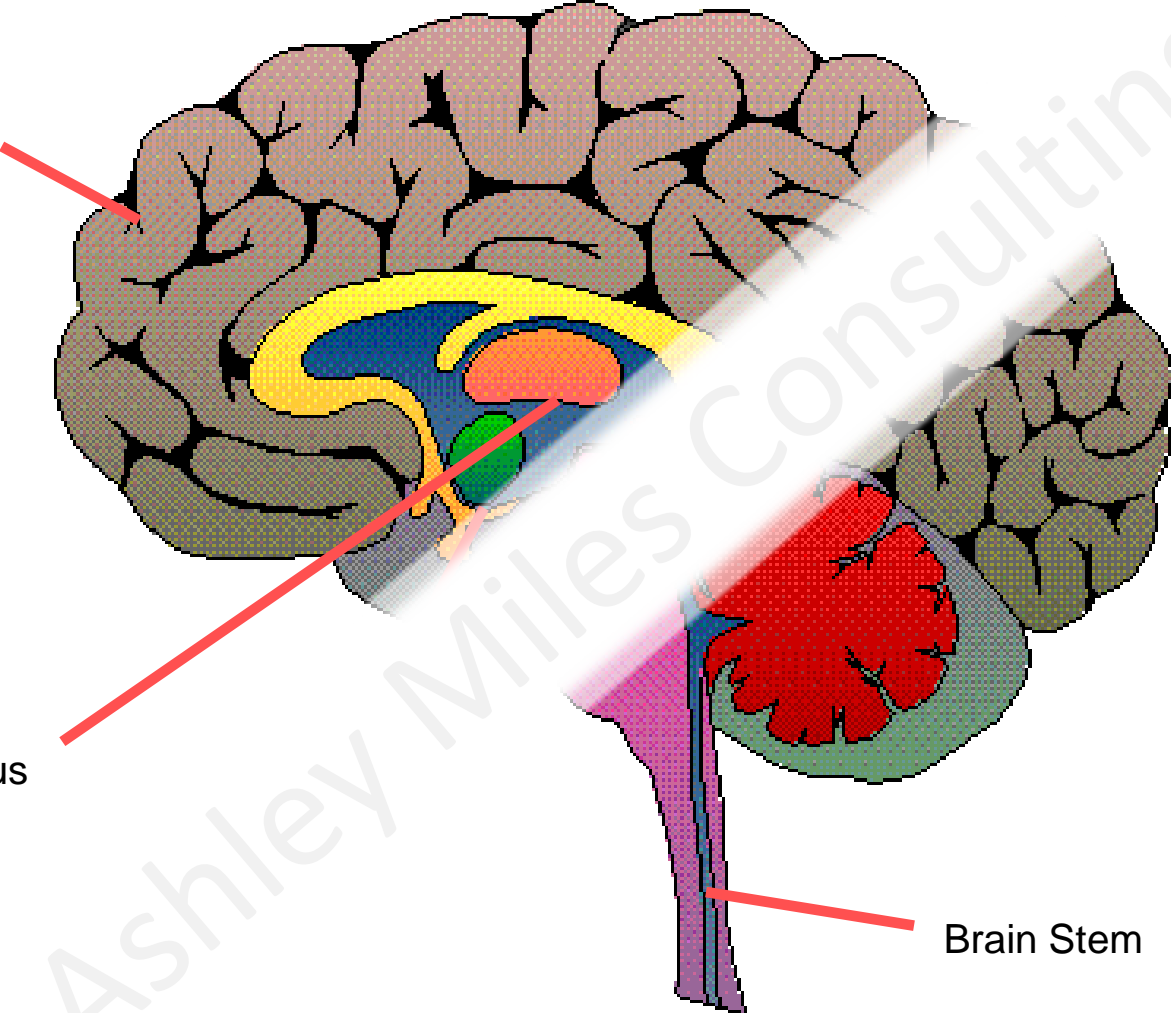
Toward our goals

Toward higher level of performance

Post-transformation extraordinary performance.....

The Human Brain

Prefrontal Area



Thalamus

Brain Stem

The 'primitive' emotional part of the brain reacts **80,000x** faster than the cognitive (rational, thinking) part.

“Reason without emotion is neurologically impossible”

—Dr. Antonio Damasio
Neuroscientist, College of Medicine,
University of Iowa

- 1. Emotional Recognition & Expression
- 2. Understanding Emotions

Emotions Cognition Direct



- 4. Emotional Management
- 5. Emotional Control

7. Emotions and Change Mgt. - Reactions

Understanding Reactions to Stress

- Alarm Fight or Flight!! Hormones, (face flush, perspiration, tightening of muscles), adrenalin-
- Resistance: body tries to repair damage caused by stress
- Exhaustion (ill health, absenteeism etc.)

7. Emotions and Change Mgt. - Reactions

Helping Yourself and Others to Handle Stress

- - Try physical exercise
- - Share concerns, feelings with others
- - Know your limits
- - Take care of yourself (e.g. diet)
- - Make time to have fun (entertainment, hobbies)
- - Be a participant - get more involved
- - Create a comfortable environment (quiet)
- - BREATHE!

7. Emotions and Change Mgt. - Reactions

How do I identify Denial?

- Tendency to focus on self protection and avoid “painful” conversations
- Hearing “no problem”
- Loss of interest and initiative
- Perhaps conscious decision to do nothing
- Just doing the time/working the hours
- How to Resolve: Needs to be addressed and drawn out

7. Emotions and Change Mgt. - Reactions

How do I Identify Loss?

- Tendency to focus on the past and a loss of identity
- Hearing “I used to be somebody” or “it’ll never work”
- Identifying strongly with someone who has left
- Loss of sense of belonging (‘normlessness’)
- Just doing the time/working the hours
- How to Resolve: Need to create a vision or “bridge” between old and new

7. Emotions and Change Mgt. - Reactions

How do I Handle Confusion?

- Focus on certainty and activity (short term goals)
- Clarify where I “fit in”
- Listen out to statements like “I’d better do so
- Encourage spending energy on “what” r
- Over-communicate! Provide inform
- How to Resolve: In sumr... an a plan or strategy and help to set priorities

7. Emotions and Change Mgt. - Reactions

Communication around Denial, Loss or Confusion

- Depending on the reaction, balance between big picture and details. We can select what we hear to suit our needs (unconscious & conscious).
- >90% of interpersonal communication is non-verbal. Behavior, mannerisms, posture and eye contact may conflict with your positive words. Non-verbal wins!
- Over-communicate
- Allow for plenty of clarification, and encourage it
- Show you care - be "authentic"

7. Emotions and Change Mgt. - Reactions

Communication around Denial, Loss or Confusion

Foundation of Good Communication is TRUST

TRUST is.....

1. Empathy
2. Unconditional positive regard
3. Common interest (personal co

7. Emotions and Change Mgt. - Reactions

How do I Identify Anger?

- Focus on bitterness and justification
- Listen out to statements like “Over my dead body” or “I’ll get this”
- Seeks to enlist support of others
- Sense of powerlessness
- BE AWARE this may be a smokescreen, confusion or loss!
- How to resolve: Try to identify denial, or confusion is cause and apply appropriate action. Get feelings in the open and work through them - stop the spread

7. Emotions and Change Mgt. - Reactions

What is Anger?

- - First “emotion” we experience (4 months)
- - A reaction to distress, or expectation not met
- - We perceive threat from object/person/event
- - We apply our assumptions to the threat to classify (danger?)
- - We conduct a “Power Assessment” (can I do anything? am I impotent?)
- - Sense of impotency and frustration

7. Emotions and Change Mgt. - Reactions

What is Anger?

- Expressing Anger & Displacement
- - Physiological (blood pressure, muscles tense)
- - Psychological (projected outward: in traffic jam, spouse, colleagues) Leads to perceiving whole environment/world as hostile and reacting with attacking behavior
- - Psychological (projected inward: guilt, incompetence, helplessness, can lead to self-destructive behavior)

7. Emotions and Change Mgt. - Reactions

Dealing with Anger

Anger is not an interpersonal event, but person - self generated

So, "how to break the cycle":

Assuming we can't all be so self secure that nothing is a threat

- 1 Ownership (this is anger and it is mine, not yours)
- 2 Calibrate the response (discomfort, annoyance, irritation, or fury)
- 3 Ask why am I frightened? (perceived threat? (Often simply a difference in values, opinion, upbringing, behavioral differences))
- 4 Share the threat (the real reason that is) = diffuses and get feedback
- 5 Forgive ourselves and others, opens up ways to future healthy interaction with others = sense of power

7. Emotions and Change Mgt. - Reactions

Dealing with Anger

Anger is not an interpersonal event, but person - self generated

So, "how to break the cycle":

Assuming we can't all be so self secure that nothing is a threat

- 1 Ownership (this is anger and it is mine, not yours)
- 2 Calibrate the response (discomfort, annoyance, irritation, or fury)
- 3 Ask why am I frightened? (perceived threat? (Often simply a difference in values, opinion, upbringing, behavioral differences))
- 4 Share the threat (the real reason that is) = diffuses and get feedback
- 5 Forgive ourselves and others, opens up ways to future healthy interaction with others = sense of power

7. Emotions and Change Mgt. - Reactions

Dealing with Another Person's Anger

Doing Nothing =

- Anger won't go away
- It can grow

If indirectly managing =

- polarization
- passivity
- narrow focus
- self-protective

perceive both ourselves and
adversary as weak or fragile

managed =

- new learning
- self-strengthening
- can improve interpersonal
functioning/management &
leadership skills

8. Tips on Communication in Change

- First, get clear on your communication objective
- Then, deliver the communication. Gather feedback through the process.
- Finally, use an assessment process to determine if your communication is effective and producing the desired results
- When it's important, say it six to nine times
- Ensure communication is two-way
- Make it timely and consistent
- Vary the medium
- People trust behaviour over words
- Understanding is more important than agreement
- Listening is twice as important as talking
- Tell the truth: good news is good news
- People usually complain when they become creative

8. Tips on Communication - Checklist

1. When you can't tell people **what**, tell them **how** the **what** is going to be determined and **when**
2. When you run into a delay, explain
3. Tell them what you are doing about the problems causing the delay
4. Tell them what you wish you could tell them
5. Tell them you know that it is a difficult time for them
6. Tell them that you hope that they will handle it
7. Don't tell them "trust us"
8. Don't tell them to "be loyal"
9. Don't tell them to "stop complaining"
10. -- And when in doubt, just keep communicating

Review

We discussed ways to:

- Share learnings gained from changes you've experienced in the past
- Recognize reactions to change and learn ways to positively manage them
- Think about ways to help ourselves and each other through change
- Keep your focus on maintaining our positive business momentum

Review

- Theory of Transition: Emotional Reactions to Change (Bridges)
- What stage are you/your direct reports
- Change as “loss AND opportunity”
- Change as a detour in life
- Different behavioral preferences to change (DISC) = need for adaptive management and communication style
- Circles of influence and concern (Covey)
- Different roles for different levels of Management
- Diagnosing and Managing “loss”, “denial”, “confusion”, “anger”
- Tips on one-to-one communication during change