

Enhancing Your Change Agility



Participant Guide

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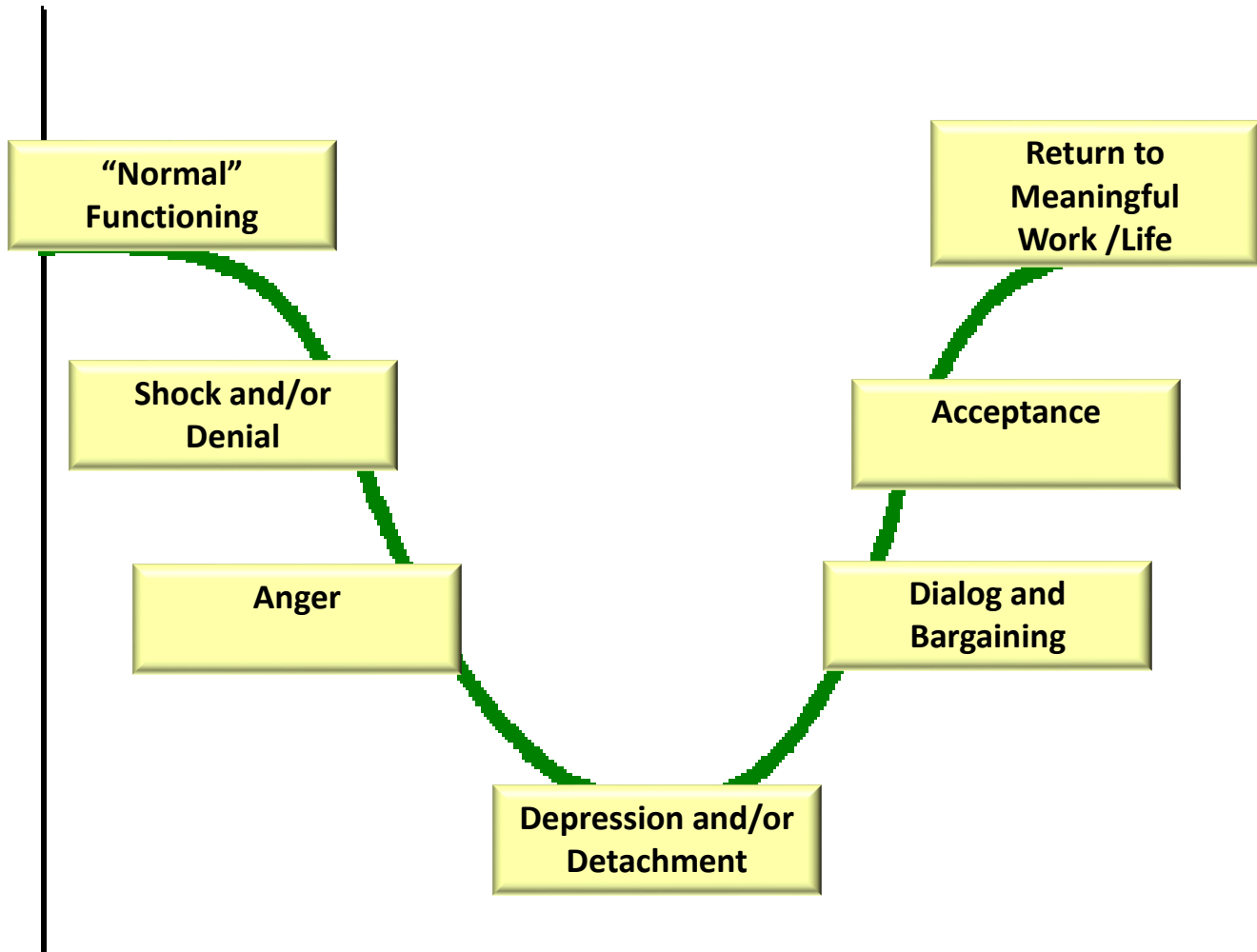
Workshop Purpose:

To develop and/or refine skills necessary to adapt during a time of change

Objectives:

- Recognize the 'Change Curve' and its relevance
- Explore experiences with change
- Identify triggers that influence your adaptability
- Improve your personal change agility
- Create action plans to assist with transition

Change Curve



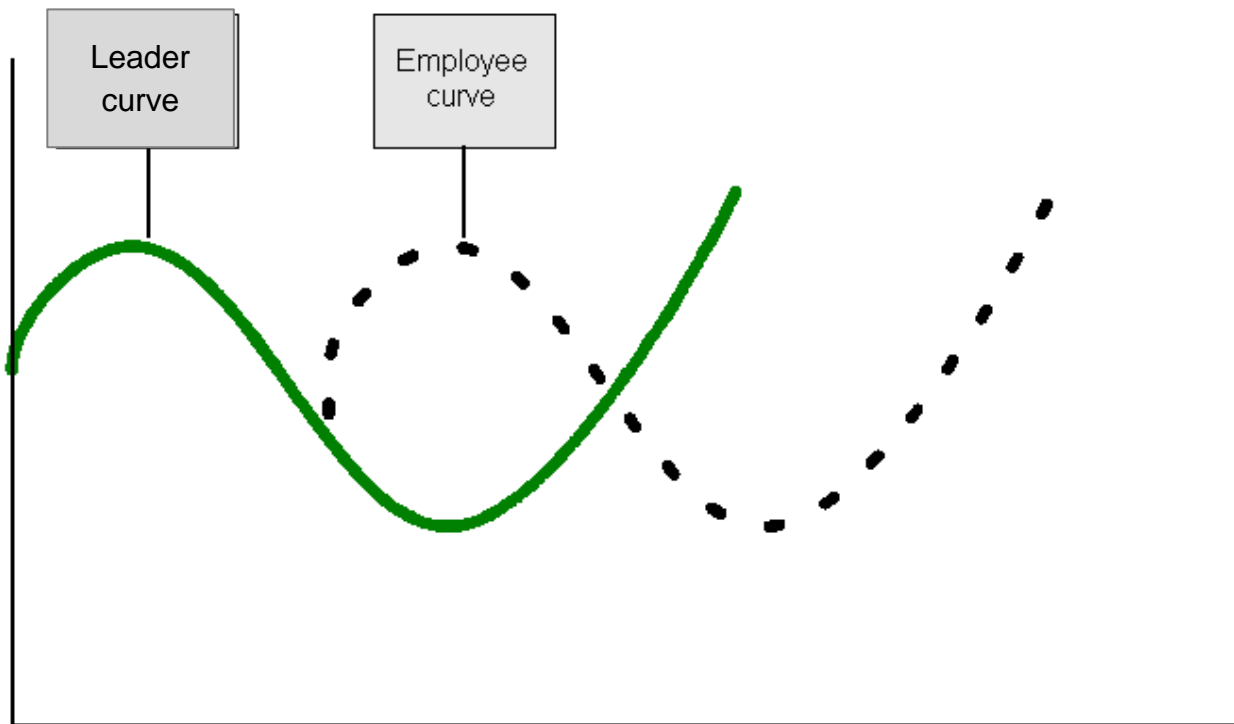
It is normal to move through the curve during times of significant change.

The goal is to develop techniques to move toward dialog and bargaining *sooner rather than later*.

Two techniques that can assist are:

1. Determining what types of change trigger a stronger reaction from you
2. Recognizing the reactions that may hinder your movement through the curve and reactions, actions, and techniques that are helpful

Leaders in the Organization vs. Employee Curve



What does this signify?

The More Things Change ...

Privately:

A. Identify **three** changes you have experienced

B. Rank degree of difficulty you experienced transitioning with each change

Scale: from **1** = very easy to **5** = extremely difficult

C. Write **1 -2 Reasons** why you selected that rank

Ex. Communication, Responsibility, Relocation, Skills, Purpose, etc.

CHANGE 1: _____

Degree of Difficulty:

1	2	3	4	5
Very Easy	Easy	Fairly Difficult	Difficult	Extremely Difficult

REASONS:

CHANGE 2: _____

Degree of Difficulty:

1	2	3	4	5
Very Easy	Easy	Fairly Difficult	Difficult	Extremely Difficult

REASONS:

CHANGE 3: _____

Degree of Difficulty:

1	2	3	4	5
Very Easy	Easy	Fairly Difficult	Difficult	Extremely Difficult

REASONS:

D. What have you learned during your experiences of significant change?

Six Categories of Change*

There are many varieties of change, but for our purposes we will be looking at six categories to determine which may trigger a stronger negative reaction from you.

Based on my past experience, I recognize that change is more difficult for me when...

	1. The change significantly alters my <i>purpose/responsibilities</i>
	2. The change reduces my level of <i>control</i> over a situation
	3. The change is contrary to the <i>direction</i> I was headed
	4. The change decreases the value of my <i>competence/skills</i>
	5. The change impacts my <i>relationships</i> with people
	6. The change impacts my <i>territory</i>

Recognizing that this category(s) of change triggers a stronger negative reaction from me - allows me to...

*Based in part on Dr. Cynthia Scott's Five Areas of Loss

Reactions to Different Types of Changes

I. Self Reflection:

The better we know our natural reactions - the sooner we recognize them...
The sooner we recognize them - the more proactively we can manage them.

II. Beware of These Common Reactions:

□ ***Taking a Spectator role:***

- Reluctant to get involved
- Waiting for others to take the lead
- Not asking questions or stating concerns

Self-talk may sound like:

- "I'm not getting involved until I have to."
- "I'm going to ignore this till someone tells me otherwise."
- "I'll wait to see what others do."

I tend to take a **Spectator** role when:

□ ***Being a Detractor:***

- Looking for reasons that the change won't be successful
- Not able to see any positive outcomes from the change
- Challenging whether the change is even necessary

Self-talk (may also be vocal) may sound like:

- "Here they go again."
- "This will never work."
- "I doubt this change will improve anything."

I tend to become a **Detractor** when:

□ ***Feeling like a Victim:***

- Being angry and offended
- Strongly resisting the change and/or reverting to old ways
- Isolating yourself - Not asking questions or not asking for help

Self-talk may sound like:

- "Why Me?"
- "Why is this happening again?"
- "Why can't things stay the way they are?"

I tend to feel like a **Victim** when:

"Tips to Improve Personal Change Agility"

BRAINSTORM: **Techniques/Actions we can take**
And/or **Questions we can ask**
And/or **Self-talk we can use**

**To Help us move through the Change Curve and
Minimize Spectator/Detractor/Victim roles**

“Additional Tips to Improve Personal Change Agility”

In times of change instead of taking a ‘Spectator’ role - or becoming a ‘Detractor’ - or feeling like a ‘Victim’... I will seek to increase my understanding - and I will ask the following questions as needed:

- What will be different? – What will stay the same?
- What’s the impact on me – my team – the business?
- Why is the change happening? – Why is that important?
- What if we don’t change?
- When will the change take place?
- How will the change be implemented?
- What actions do I need to take to be ready?
- What knowledge/skills will I need?
- If I can’t control the change – what can I control?

Additionally I will...

- Determine who I can talk to:
 - a) Who has information that I need?
 - b) Who has a different perspective than I do?
- Determine obstacles and seek ways to overcome them
- Be patient with myself and others as I/they grieve potential loss

Self-talk may sound like:

- “The more I understand the better able I will be to adapt to the change.”
- “I am going to be careful about how I talk about this change to myself and others.”
- “What I’ll need to get used to is ...”
- “This may present opportunities that I haven’t thought of yet.”

Assess Your Change Readiness

PURPOSE	<p>Can you answer many of the following questions?</p> <p>Why is the change important? - Why now?</p> <p>What business, customer, competitor issues create the need for change?</p> <p>What are the risks of <i>not</i> changing?</p> <p>What are the opportunities?</p> <p>How will it benefit: the client - employee – team – company – you?</p>	<p>Rank: 1 – 5 scale: How well do you understand the reasons for this change</p> <div style="border: 1px solid black; width: 60px; height: 30px; margin: 10px auto;"></div> <p>If less than 3... How can you find out? Who has information? What are your resources?</p>
PICTURE	<p>Can you answer many of the following questions?</p> <p>What's the impact of the change: Who; What; When; etc.?</p> <p>What specifically will be different?</p> <p>What specifically will stay the same?</p> <p>Why/how do you believe your team will be successful in the future?</p> <p>Why/how do you believe you will be successful in the future?</p>	<p>Rank: 1 – 5 scale: How well do you understand the future impact of this change</p> <div style="border: 1px solid black; width: 60px; height: 30px; margin: 10px auto;"></div> <p>If less than 3... How can you find out? Who has information? What are your resources?</p>
PLAN	<p>Can you answer many of the following questions?</p> <p>How will the change be implemented?</p> <p>When will the change take place?</p> <p>What is the vehicle for communication?</p> <p>What actions does my team need to take to be ready?</p> <p>What are potential obstacles or barriers to the plan?</p>	<p>Rank: 1 – 5 scale: How well do you understand the implementation plan?</p> <div style="border: 1px solid black; width: 60px; height: 30px; margin: 10px auto;"></div> <p>If less than 3... How can you find out? Who has information? What are your resources?</p>
PART	<p>Can you answer many of the following questions?</p> <p>What knowledge/skills will I need? How will I get them?</p> <p>What opportunities or potential might this provide for me? 'What's In It For Me'?</p> <p>What role can I play during the transition? - In the future?</p> <p>What strengths can I capitalize on?</p> <p>How can I take personal responsibility to ensure the change is successful?"</p> <p>How will I know I am successful in adopting the change?</p>	<p>Rank: 1 – 5 scale: How well do you understand your role during the transition and in the future?</p> <div style="border: 1px solid black; width: 60px; height: 30px; margin: 10px auto;"></div> <p>If less than 3... How can you find out? Who has information? What are your resources?</p>

Change Readiness Actions:

Based on areas that were ranked less than 3, on the previous page...

What will you do to get the support/information you need?

Area of Focus:	Actions: What will I do?	Resources: Who? / What? / Where?	By When?	Done <input type="checkbox"/>
PURPOSE				
PICTURE				
PLAN				
PART				

Purpose – Picture – Plan – Part* = 4 P's

Effective transitions start with communication that includes 4 P's:

PURPOSE:

Explain why the change is happening (*Change is appreciated when it's meaningful*)

- Why is the change important? Why now? Internal and/or External Factors?
- What is the problem/challenge? What is the opportunity?
- Identify benefits they relate to... For: the company - team - each individual
- Translate them into simple, compelling language
- Explain: What if we don't change? Keep it Simple!

PICTURE:

Describe the future state

- Use compelling language to describe future - If they 'see' it, there is less fear
- People naturally focus on 'what is' - help them focus on '*what will be*'
- Share what will be different – Be as specific as possible
- Reassure them of what will stay the same
- Share your belief in the change
- Describe why team will be successful – Use specific reasons– not superlatives

PLAN:

Step-by-step - How will the change be implemented?

- When will the change take place?
- How will I communicate the change message?
- What actions do we need to take to be ready?
- What knowledge/skills will we need? How will we get them?
- Remove obstacles or barriers to the plan

PART:

Give people a part to play in the transition *and* the future

- Tap natural leaders on the team to be early adopters
- Focus on people's strengths that can be capitalized upon or enhanced
- Ask people to come up with creative solutions to challenges
- Provide encouragement during transition and reward short term successes
- Inspire personal responsibility to make the change successful

**Based in part on the work of Piers Schreiber*

