



Dealing with Change

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Introductions

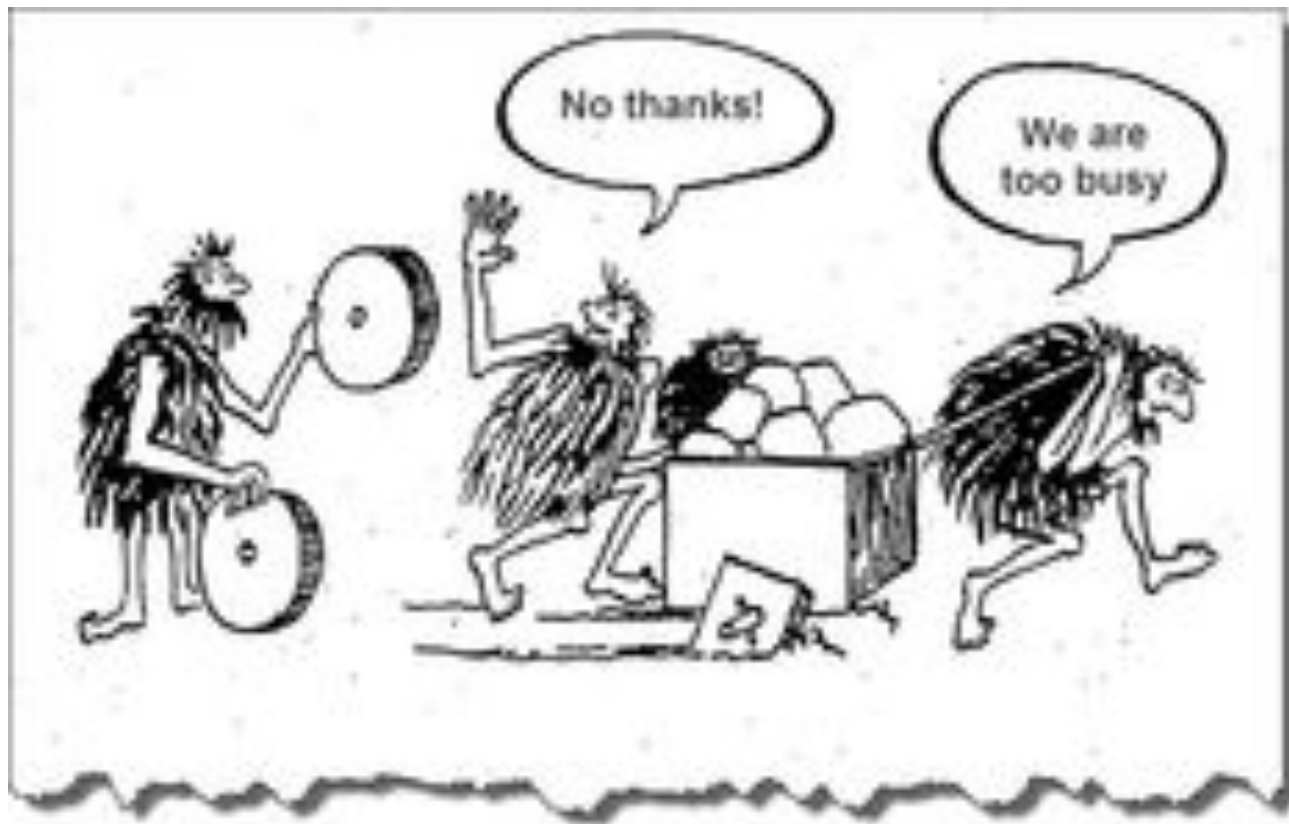
- Name
- Workplace
- What do you find Challenging about Change?
- What do you find Exhilarating about it?



Challenges



Opportunities



Workshop Overview



- Responding to personal and organizational change
- A team approach to handling change
- Applying Change Management strategies
- Stress and its relation to Change
- Identifying the signs and symptoms of stress
- Coping with the stress of change in the workplace



Change Can Be...



- Small, incremental
- Predictable
- Positive
- Productive
- A small modification to your life
- Taken in stride/managed
- Huge, catastrophic
- Unpredictable
- Negative
- Unproductive
- A devastating collapse of your world
- Continuously stressful



We've All Been There



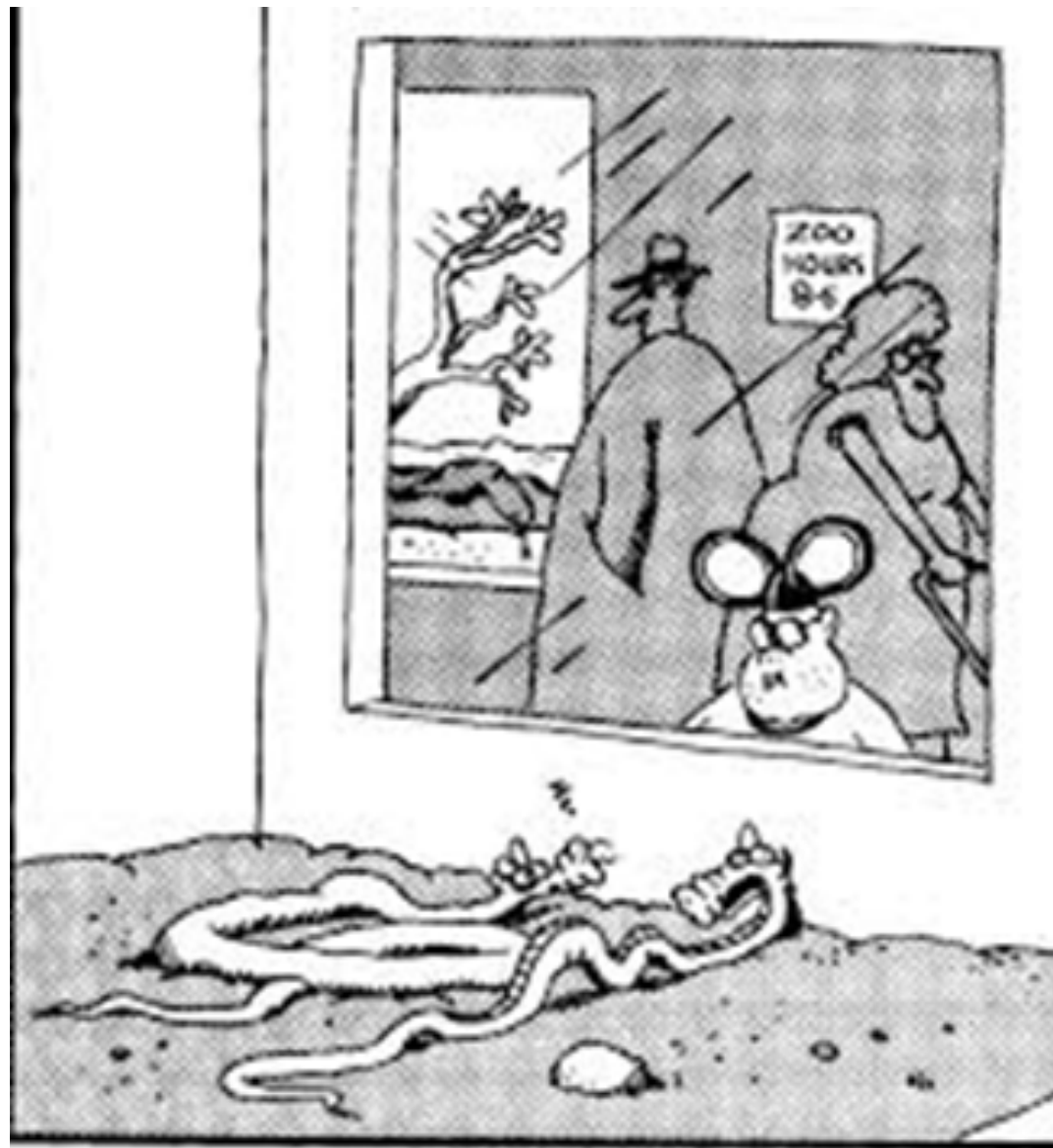
- What is a recent change/loss you have experienced?
- How did the change/loss affect you?
- What did you do/are you doing to help yourself through the change/loss?
- Think of a change you managed well. What did you do that helped?
- What did others do that was helpful to your managing the change/loss?

Pro-Change or Change-Avoidant

Which are you:

- In your personal life?
- In your working life?

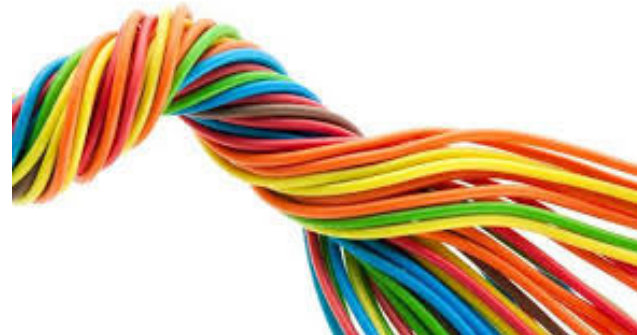




"Is it still there?"

Resilience To Change

- Personal vision
- Flexible approach
- Being organized
- Problem solving
- Self-assurance
- Interpersonal competence
- Being socially connected
- Being proactive

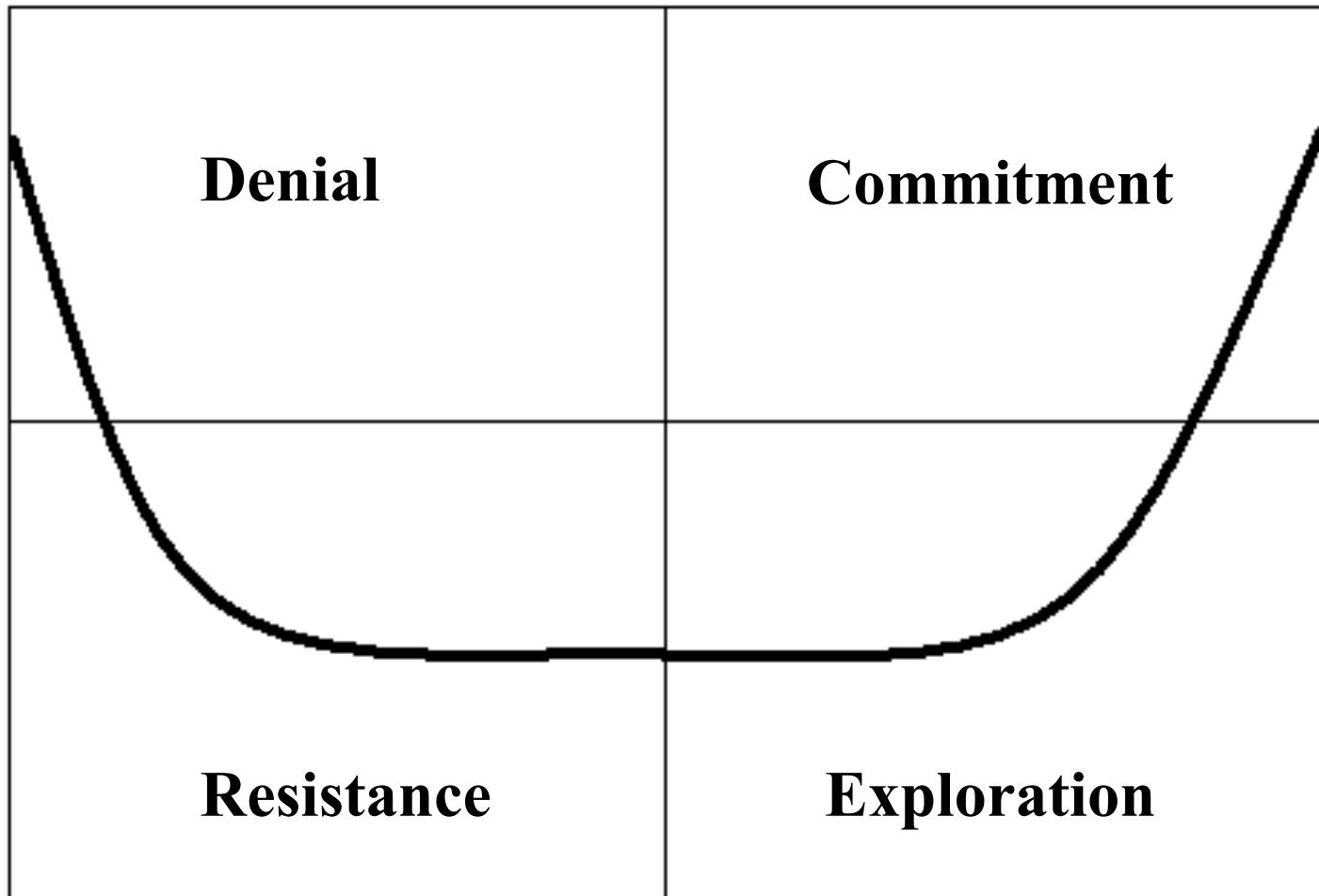


The Four Phases Of Change

- **Denial:** shock, refusal to recognize the change
- **Resistance:** increased distress, blaming, complaining
- **Exploration/Consideration:** look at alternatives, experiment with new possibilities, motivated, hopeful
- **Commitment/Acceptance:** focus on new course of action after a period of growth and adaptation, support others in accepting the change



Navigating the Phases of Change



Handling Resistance To Change

- Before you can get your others to stop resisting the inevitable, **you have to accept it yourself**
- Acknowledge your level of discomfort with change
- Identify the factors that drive the change, and how people may react to them
- Support others to begin to think about certain aspects of the change in a positive light





The Four Responses to Change

victim



CRITIC



bystander



NAVIGATOR

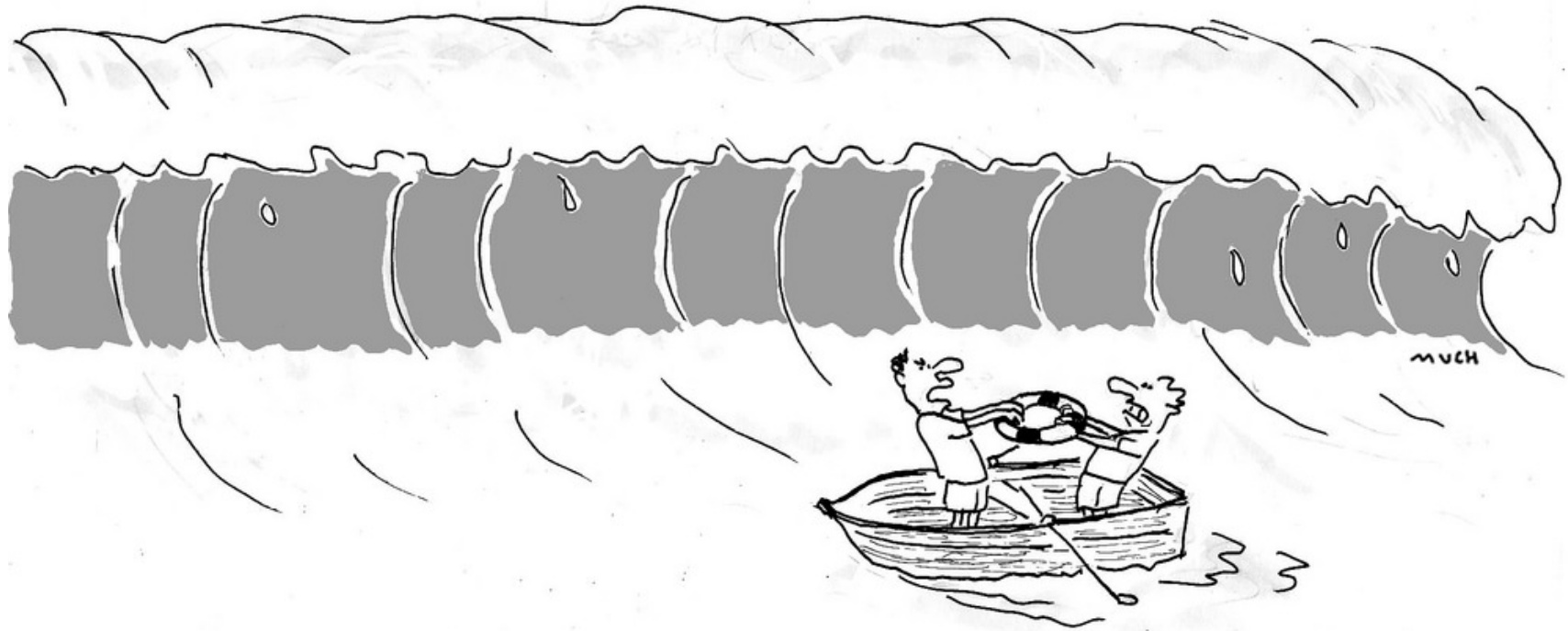


What Makes Change Fail?

- *Rigidity* is a major barrier in:
 - employees' attitudes toward change
 - management's attitude toward change
 - workplace culture
 - organizational infrastructure
 - policies and procedures



Heads Up!





What Makes it Succeed?

- *Defining* your current situation and the desired results – your Change Vision
- What are the *Key Behaviors* necessary to achieving your Vision?
- *Where are the gaps* between current and desired Behaviors?
- *Link* key behaviors to your Organizational Culture – its values and beliefs



Initiating Change

- Establish a sense of urgency - beware of Complacency
- Create the Change Team – get buy-in
- Ask “Why,” “How” and “What” questions:
 - **Why** do we have to change the way we do things?
 - **How** do we change from system X to system Y?
 - **What** indicators will signal our successful goal accomplishment?
- Develop a Change Strategy from the Change Vision



Making Change Stick

- Empower employees to take action
- Support the ongoing change effort
- Generate short-term wins
- Consolidate and celebrate gains
- Anchor changes in the organizational culture
- Communicate the Change Vision – continually....



Effective Communication During Change



- Explain the *purpose* – make the case for change
- Paint a *picture* – what to expect, potential obstacles & ways to deal with them – imagineer!
- Lay out a *plan* – include how people will be supported during the transition
- Provide a *part* – define roles and relationships

All New Beginnings Start with Endings



Endings



- Help people let go: Change = Transition = Loss
- Expect, acknowledge and accept signs of loss – grieving, resistance
- Deal with reactions and overreactions: what's lost, what's gained? Treat the past with respect.
- Provide clear expectations: what's over, what's not
- Show how endings insure continuity to the new beginning. Mark the endings in a positive way.



The “Middles”



- Like the LIMBO area of change - a no-man's-land, very uncomfortable and stressful.
- Expect anxiety and confusion
- Strengthen team connection, encourage creativity
- Create temporary systems
- “Normalize” this time in the middle





Beginnings

- When people make an emotional commitment to do things a new way and see themselves in a new way.
- Beginnings involve new understandings, values, attitudes and identities.
- Continue to communicate purpose, vision and plan.
- Handle anxieties – the gamble with the unknown
- Paint a picture of new roles and relationships
- Launch and reinforce the new beginning

Handling the Stress of Change



A Working Definition Of Stress

“The natural response of the body to any demand placed upon it.”

--Hans Selye, M.D., 1946

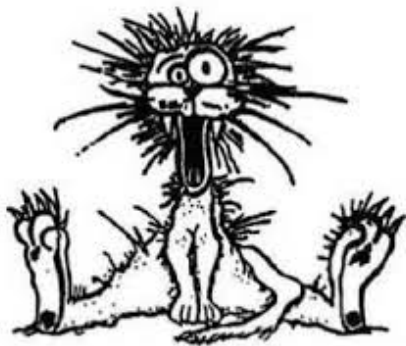
“Mental, emotional, or physical strain, tension or distress.”

-- Webster's New Riverside
Dictionary

Stress

Truths and Myths

- Stress is all around us
- Stress can be positive or negative
- Most people focus on the stress itself, rather than on managing it
- A stress-free life is possible and preferable
- Only unpleasant situations are stressful
- Stress is bad - avoid it at all costs



"STRESS"



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Perception Defines Experience

- It's not the event itself, but how you react to it that causes the feeling of stress.
- So, it's not the change, but your response to it that determines how stressed you feel.
- You own 50% of any relationship and are 100% in control of your own behavior.



Basics of Stress Management

- Fight or Flight: Nature's way of protecting us with an adrenalin dump
- Saber tooth tiger and holiday season
- Can lead to hypertension and physical breakdown
- Best strategy is to focus on what is under your control
- Taking more control of yourself and your actions is the name of the game



	IMPORTANT	NOT IMPORTANT
CONTROL		
CAN'T CONTROL		

We Respond to the Stress of Change

- Your body produces *physical* signals that can tell you that the adrenalin dump has happened.
- Your mind produces:
 - *cognitive* signals – thoughts - which lead to...
 - *emotional* signals, which lead to...
 - *behavior* and *interaction*.



Reactions To Change

- People don't resist change; they resist being changed:
 - it's a habit, we've always done it this way....
 - uncertainty, anxiety about what will happen
 - self-interest, "What's in it for me?"
 - misunderstanding, poor communication
 - lack of trust, suspicion, gossip
 - peer pressure to take action (or not)
 - having too little time to adapt



On-the-job Reactions to the Stress of Change

- Feel attacked and betrayed
- Caught off guard, blind-sided
- Resistance, anger, frustration, confusion
- Presentee-ism – being “retired on the job”
- Afraid to take risks, innovate, try new things
- Feel victimized due to **loss** of traditional relationships, familiar structure and predictable patterns on the job
- Burnout



Burnout

- Burnout is an impairment of motivation - the loss of meaningfulness or value at work
- The inability to mobilize enough interest to act
- How to recognize if you are approaching burnout?
 - negative emotions
 - interpersonal problems
 - health problems
 - declining performance
 - substance abuse
 - feeling meaningless



What to do about Burnout

- Look for the warning signs – a call to take action
- Shore up your Resilience
- Learn from past stressful situations
- Activate your Coping Strategy to handle stress



Resilience



- The ability to return to the original state or form after being stretched, compressed or bent
- Characteristics of resilient people: positive, focused, flexible, organized, proactive
- Successful coping strategies: physical health, emotional health, social and professional connections
- What helps you be resilient in times of stress?
- How do predictable changes differ from unpredictable changes? How to handle each type?

Last-Minute Changes



Improving Your Ability to Handle Change – Coping Strategies

- Self-assurance
- Personal vision
- Choose realistic and flexible goals
- Get organized
- Proactive perspective
- Anticipate changes, plan contingencies
- Fine tune problem-solving skills
- Interpersonal competence
- Socially connected
- Balance your workload
- Self-inventory: What do you have? What do you need?

More Keys to Resiliency and Coping

- Reframe the situation with positive Self-talk
- Turn trigger thoughts into coping thoughts
- Use assertive communication to create a win-win



Self-talk: Re-framing The Situation

- Self-talk is the way you make sense of a situation
- Happens automatically, instantaneously
- Sets the stage for your emotions and your behavior
- Re-framing puts the situation into perspective – seeing with new eyes




Transform Trigger Thoughts into Coping Thoughts



- Trigger Thoughts
 - automatic negative response to an event
 - just the right reason to get upset
 - great justification for stonewalling
- Coping Thoughts
 - reduce stress by changing your perception of the event
 - the goal is that this response becomes automatic

[illegible]

- I'm not going to let him/her/it get to me.
 - I can stay calm and think this through.
 - I can find a way to say what I want without impatience.
 - It's just not worth it to get angry.
 - I can handle this.
 - I can't expect people to act the way I want them to.
 - This may not be as bad as it seems.
 - I have managed successfully before, and I will again.
- 

Assertive Communication is Problem-solving Communication

- Focused on solutions
- The goal is a win-win
- Helps you move through stressful interactions while taking care of yourself and others



Stress Reduction Techniques That Work



- Something internal:

- deep breathing
- guided imagery
- meditation
- re-framing
- “thought stopping”
- changing trigger thoughts to coping thoughts

- Something external:

- aerobics, stretching
- running, jogging
- swimming, biking
- lifting weights
- expressive arts

Change Demands Energy

- *Diet, rest, exercise...*
- *Recharging:*
 - regular time with friends & family
 - establish & revisit personal and professional goals and reward yourself for goals achieved
 - manage your time and tasks, identify and eliminate time wasters
 - rationally detach



Develop an Effective Response to Change



- Stay involved and *committed*
- See change as a healthy *challenge* & an opportunity
- Focus on things you can *control*
- Ask for help and support from coworkers, work for a greater sense of *connection* to others



Thank You