

Managing Change



Destra Consulting Group, LLC
Boulder, Colorado ♦ Melbourne, VIC
www.destraconsulting.com



Welcome!

Welcome to this Session.

We at Destra are pleased to have the opportunity to work with you in the development of your Change Management skills.

These training materials include information that is the intellectual property of Destra Consulting Group, LLC. Below are the rules for their use:

- The concepts, models, and tools contained herein may be used by workshop participants when working with the teams they facilitate and coach. In fact, we highly encourage it!
- The materials should not be disclosed to others outside of WWiT.
- If there are questions about the appropriate use of the materials, please contact Destra at bettesmith@destraconsulting.com.



Destra Overview

Destra Consulting Group, LLC is an international organization transformation firm with a 30-year track record of helping organizations achieve higher performance results. Our purpose is to unleash the power of people and organizations to achieve and sustain their intended results. We specialize in leading change and transitions in organizations that are experiencing the challenges of increased performance demands, rapid growth, restructuring, or consolidation.



Bette Smith, M.S.S., Partner

Bette brings 20 years of experience in communication and organizational transformation including program assessment, design, delivery, and evaluation. She has worked with a wide variety of organizations including UnitedHealth Group, TCF Bank, Turner (formerly Turner Broadcasting Systems), Samsonite, Ralston Purina, The Denver Post, AT&T, and University of Colorado Boulder. Prior to joining Destra, Bette held the position of Vice President of Communications and Director of Organizational Learning at CQG Inc., a global financial software company. Bette received her Masters in Social Science from the University of Colorado Denver and her Bachelor of Arts in Russian Studies from Bates College.



Working Agreements

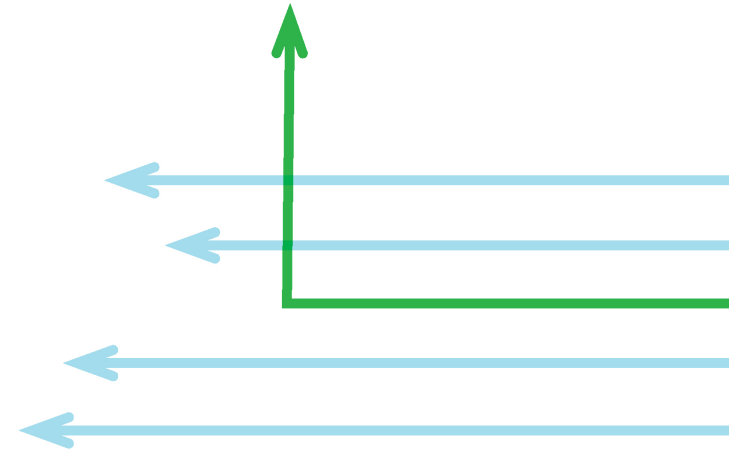
Our webinar Working Agreements are intended to support us having a successful session

- Treat this as a meeting or F2F. Avoid interruptions and multi-tasking!
- Mute your audio if there is background noise.
- Questions? Ask via chat.
- Participate actively!
- Be prepared to respond to questions during debriefs.



Icebreaker

- ❑ What is one word that represents change to you?



Outcomes

As a result of this session, we will:

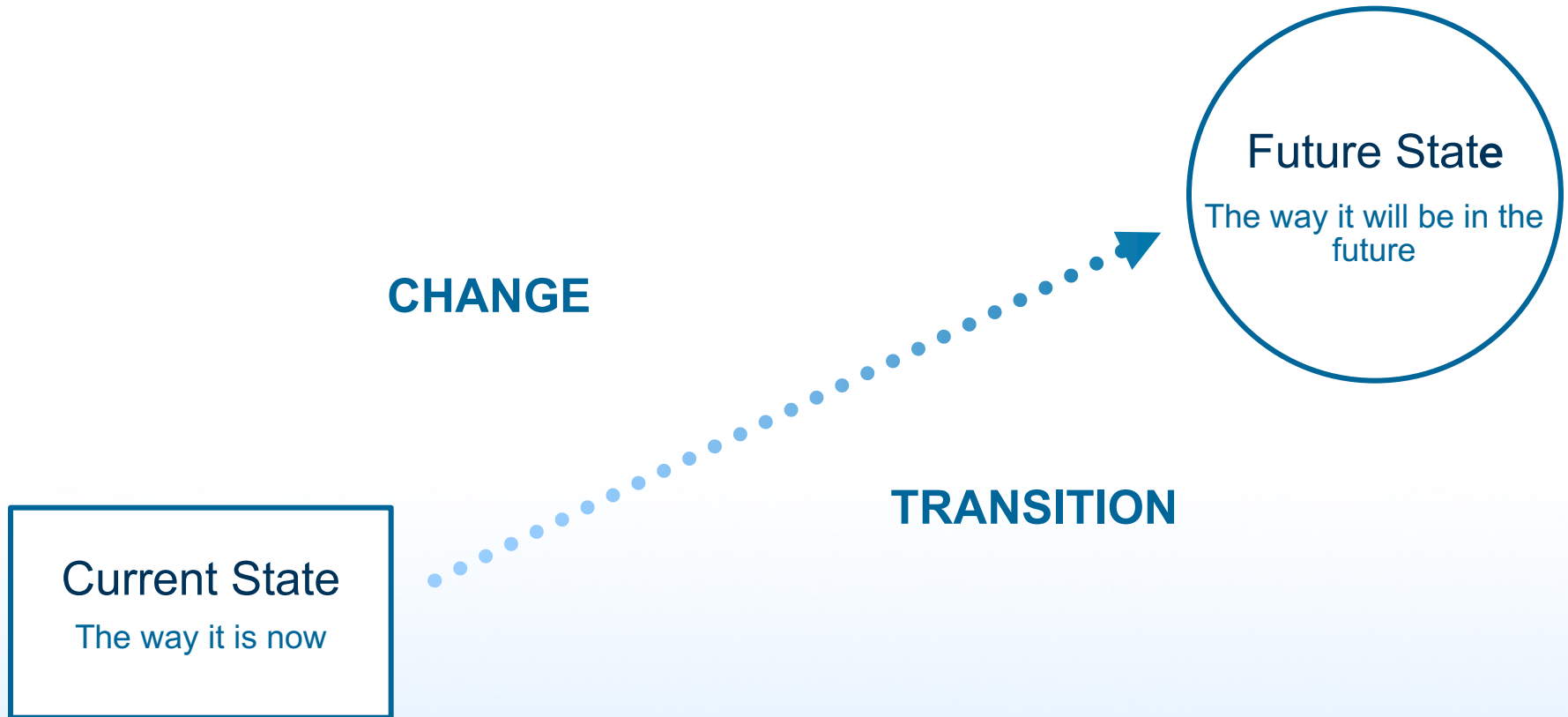
- Understand individual and organizational responses to change.
- Learn about our and others' emotional responses to change (William Bridges' transition model).
- Explore how to manage our individual response to change and learn specific tools and skills to apply to our current change situations.



What is Change?

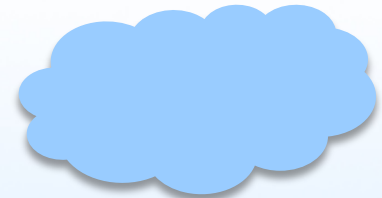
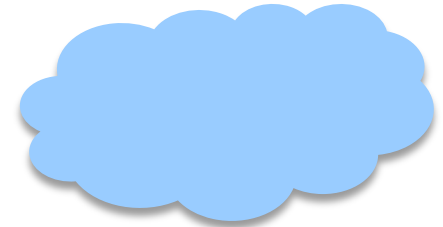
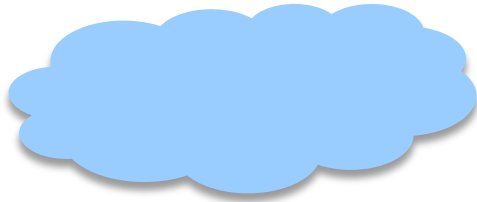
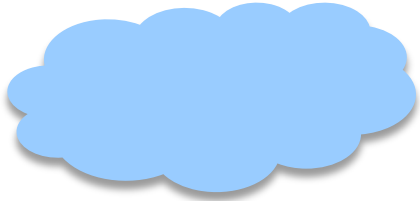


Change and Transition

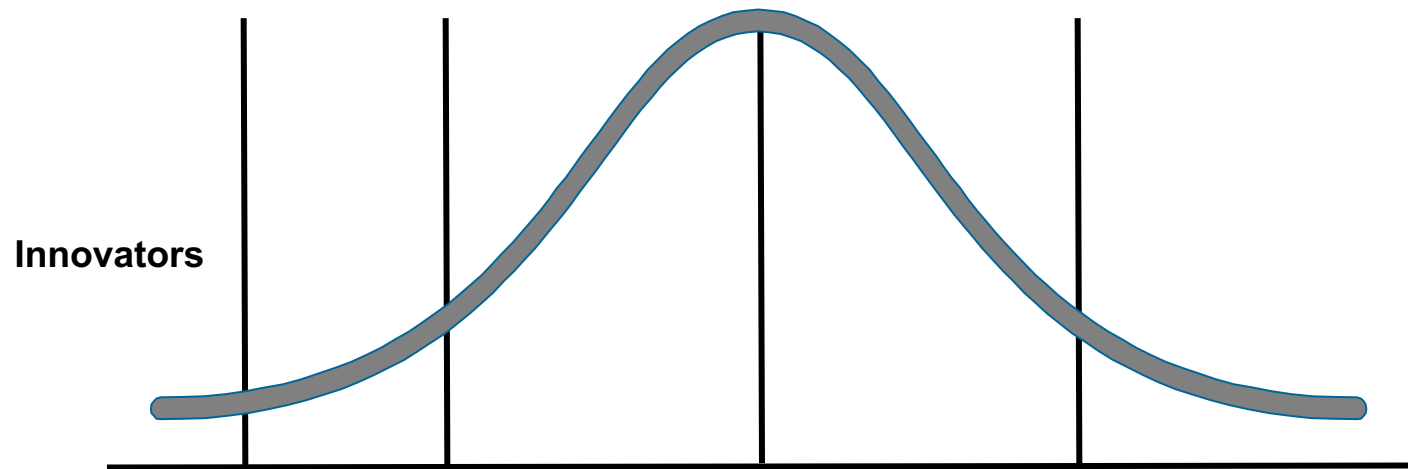


Our Changes

Current
Changes
Impacting You



Change Adoption Curve



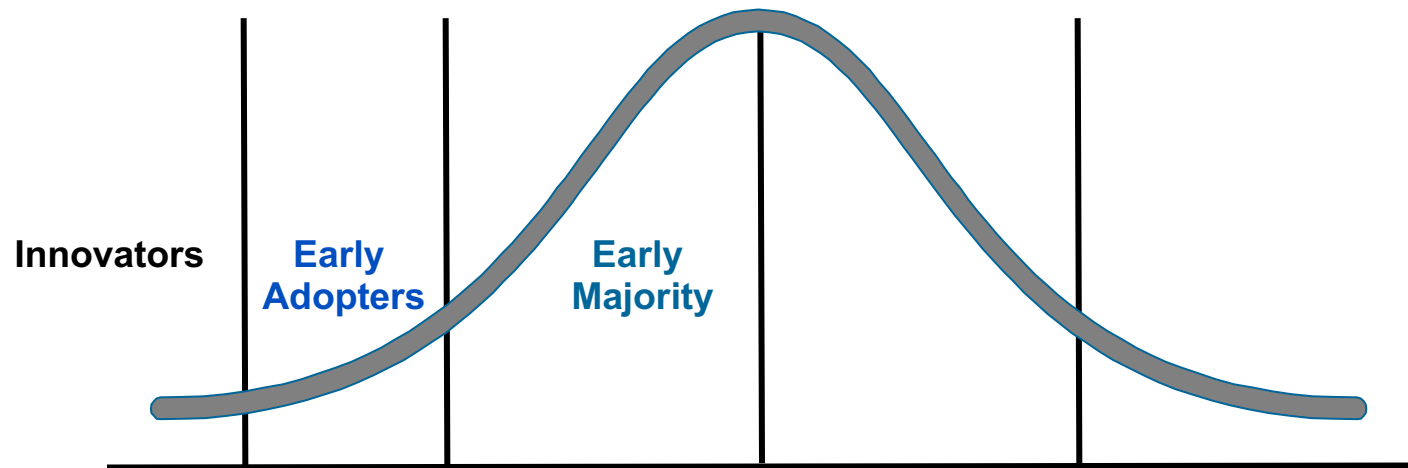
Innovators:

Create pressure for change. Respond well to change and often test the new ways. May like change for change's sake.

From Everett Rogers Diffusion of Innovations. The Free Press, New York, 1995.



Change Adoption Curve

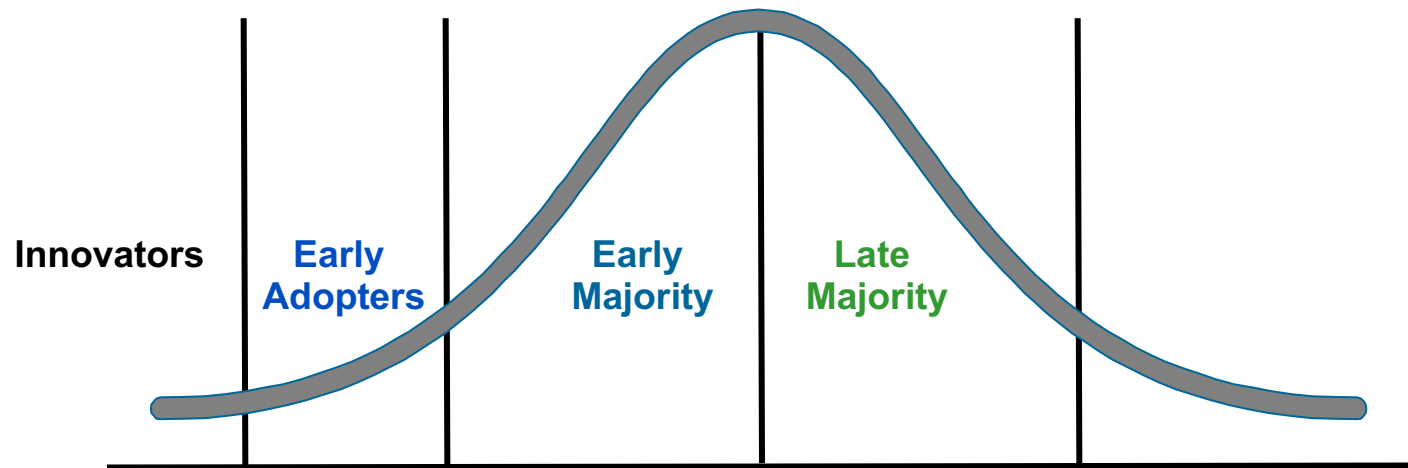


- Innovators:** Create pressure for change. Respond well to change and often test the new ways. May like change for change's sake.
- Early Adopters:** Willing to consider how a new idea or innovation can improve performance of the organization. Their opinions about change or innovation are respected by others.
- Early Majority:** Need facts and answers to legitimate issues. They tend to deliberate longer before accepting or adopting a new idea or practice. Look toward the early adopters as role models.

From Everett Rogers Diffusion of Innovations. The Free Press, New York, 1995.



Change Adoption Curve

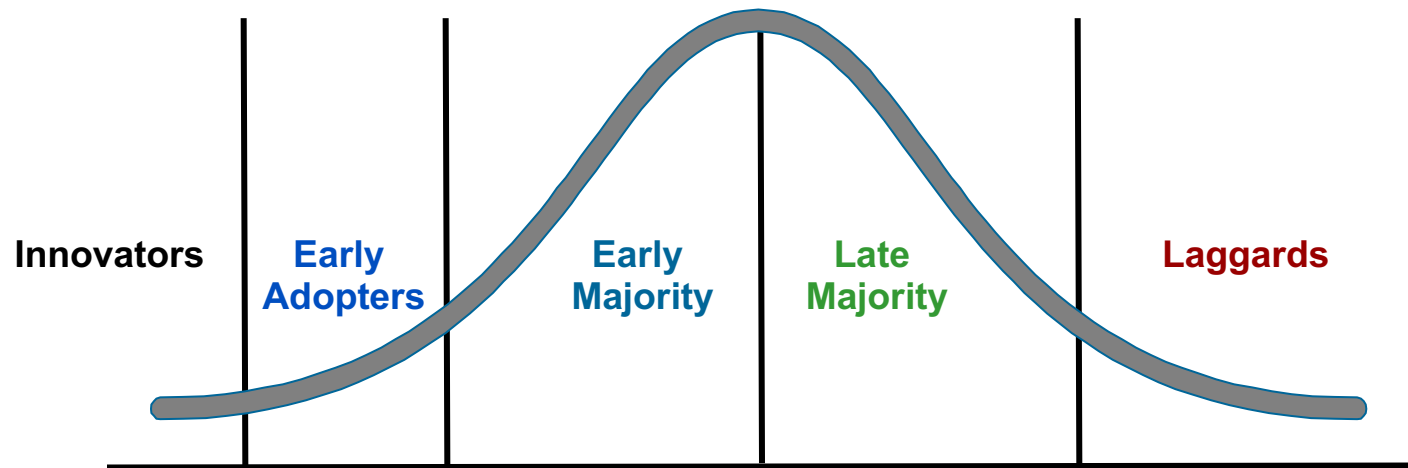


- Innovators:** Create pressure for change. Respond well to change and often test the new ways. May like change for change's sake.
- Early Adopters:** Willing to consider how a new idea or innovation can improve performance of the organization. Their opinions about change or innovation are respected by others.
- Early Majority:** Need facts and answers to legitimate issues. They tend to deliberate longer before accepting or adopting a new idea or practice. Look toward the early adopters as role models.
- Late Majority:** Are characterized by a fair amount of skepticism and usually don't adopt a change until a majority of others have done so. Economic necessity or peer pressure are influential with this group.

From Everett Rogers Diffusion of Innovations. The Free Press, New York, 1995.



Change Adoption Curve



- Innovators:** Create pressure for change. Respond well to change and often test the new ways. May like change for change's sake.
- Early Adopters:** Willing to consider how a new idea or innovation can improve performance of the organization. Their opinions about change or innovation are respected by others.
- Early Majority:** Need facts and answers to legitimate issues. They tend to deliberate longer before accepting or adopting a new idea or practice. Look toward the early adopters as role models.
- Late Majority:** Are characterized by a fair amount of skepticism and usually don't adopt a change until a majority of others have done so. Economic necessity or peer pressure are influential with this group.
- Laggards:** "Over My Dead Body Group." Cling to the past and can view change with distrust.

From Everett Rogers Diffusion of Innovations. The Free Press, New York, 1995.



Our Response to Change



What We Know About People & Change



Head

Our
Rational and Emotional
Response to Change



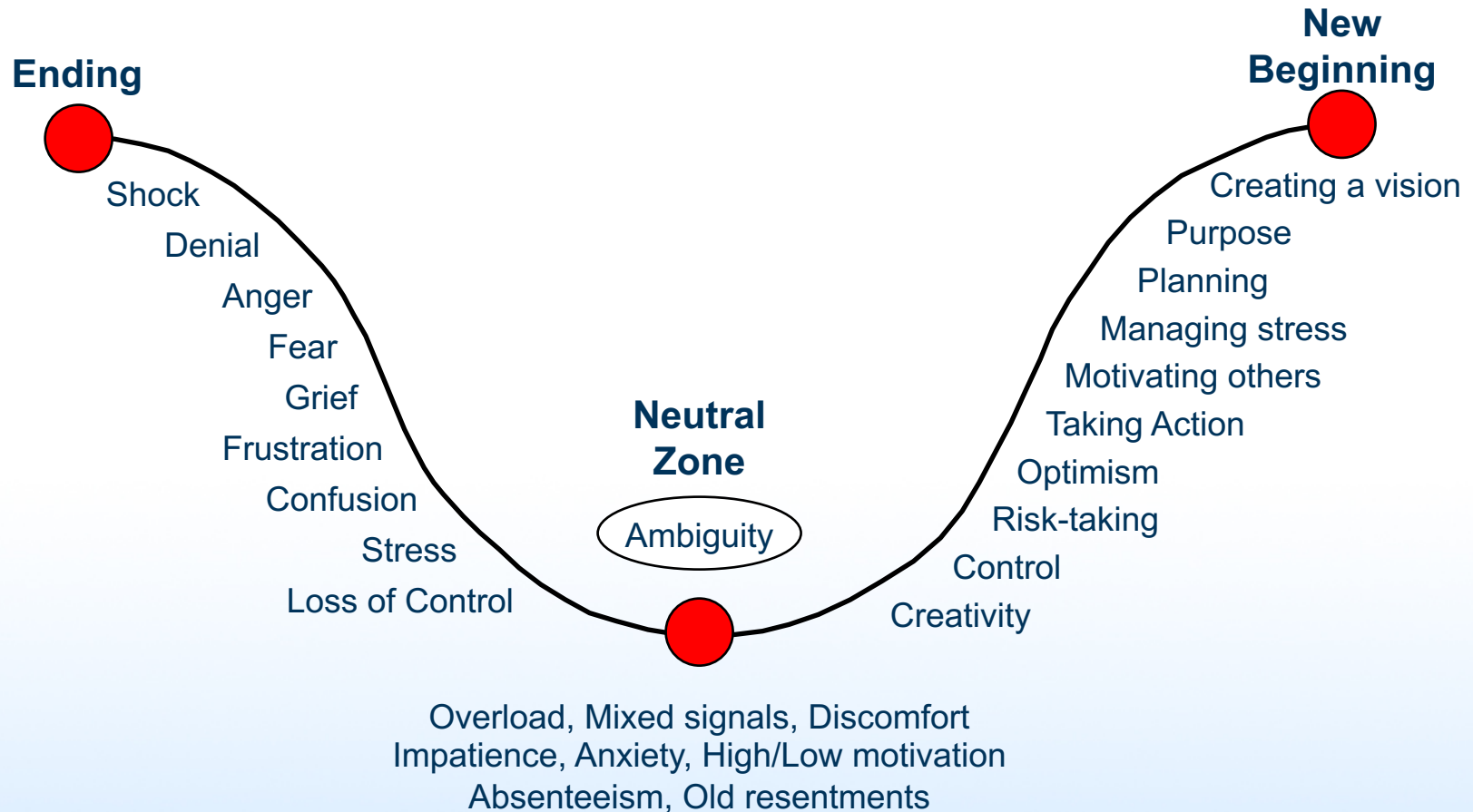
Heart

“For anything to change, someone has to start **ACTING** differently.” – Chip and Dan Heath, *Switch*

Heath, Chip and Dan, *Switch*, Broadway Books, 2010.



Feelings: Emotional Response to Change



Bridges, William. *Managing Transitions*, DeCapo Press, 2009.

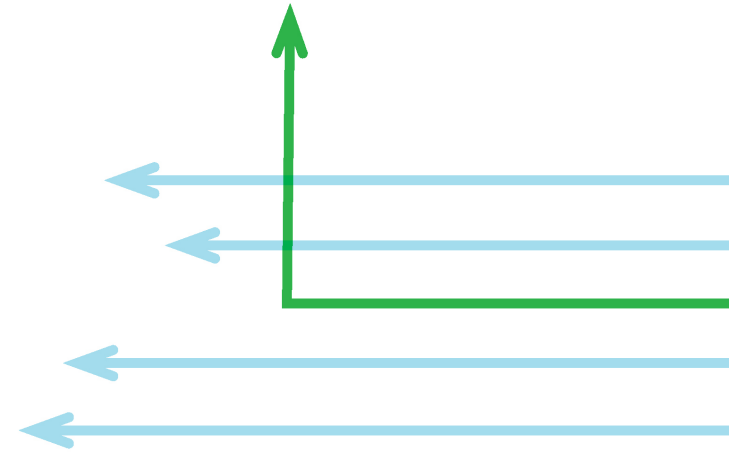


Managing Our Response to Change



Managing Our Response: Mindset

- I am...
- I can...
- I will...



Harris, Ryan. *Mindset for Mastery: An NFL Champion's Guide to Reaching Your Greatness*, Lioncrest Publishing, 2018.



Managing Our Response: 6 Ps

The 6 Ps

- **Perspective**
 - **Patience**
 - **Persistence**
 - **Practicality**
 - **Positivity**
 - **Purpose**

Adapted from Brenner MD, Abigail, '5 Tips to Help You Respond Effectively to Change: Thriving Through Change,' Psychology Today, July 5, 2011.



Managing Our Response: 6 Ps

Perspective

Try to place this change in the bigger picture of your work, your career, your life.

Patience

Ask if you need to be patient with yourself? Patient with others? Patient with the change?

Persistence

If you are positive about the change, keep working at it. If you are less than positive, keep at it to get the answers and info you need about the change.

Practicality

Identify concretely what the change will require of you and evaluate your ability to do these things.

Positivity

What positive may come of the change? Is there a silver lining? How might you see the change in a positive way?

Purpose

Ask yourself where does this change fit with your organizing guiding principle or life purpose?

Adapted from Brenner MD, Abigail, '5 Tips to Help You Respond Effectively to Change: Thriving Through Change,' Psychology Today, July 5, 2011.



Wrap-Up: Next Steps

- Choose a change in your life, how would you fill in the blanks to I am..., I can..., I will...?
- Assess one change you are facing and determine which of the 6 Ps would be most helpful and ask yourself those questions.



Wrap-Up: Questions?

- What questions do you have about anything we just covered?



Reference Materials

- '5 Tips to Help You Respond Effectively to Change: Thriving Through Change.' Dr. Abigail Brenner. *Psychology Today*, July 5, 2011.
- Managing Transitions: Making the Most of Change. William Bridges and Susan Bridges. Da Capo Press, 2009.
- Mindset for Mastery: An NFL Champion's Guide to Reaching Your Greatness. Ryan Harris. Lioncrest Publishing, 2018.
- Switch: How to Change Things When Change is Hard. Chip and Dan Heath. Broadway Books, 2010.

