



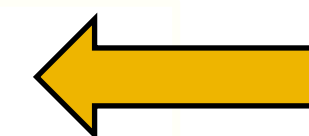
EMBRACING THE CHALLENGE OF CHANGE

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Have paper and pen ready for an activity.



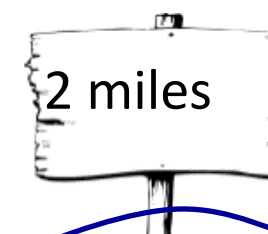
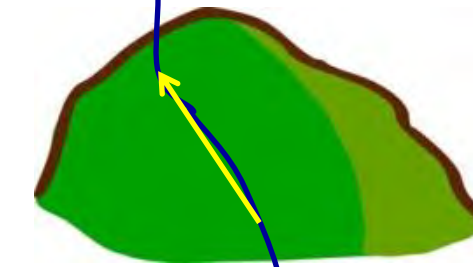
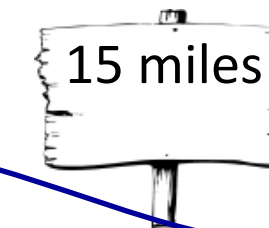
CHANGES ARE ALL AROUND US!

- Sunsets
- Weather
- People
- Music
- Body
- Moods
- Hair color
- Emotions
- Stock market
- Finances
- Temperature
- Finances
- Electronics
- Gas prices
- Wind
- Heart rate
- Thoughts
- Body language
- Circumstances
- Perspective
- Speedometer
- Traffic lights
- Momentum
- Relationships
- News
- Healthcare
- Weight

Change is like a Journey...

End
B

- Current reality is Point A.
- Desired outcome is Point B.
- The change *process* is the journey from A to B.
- We anticipate forks in road (*choices*), roadblocks (*obstacles*), and milestones.
- We climb a metaphorical hill to get a clearer perspective.
- We create a vehicle to get us to Point B (*strategy*).

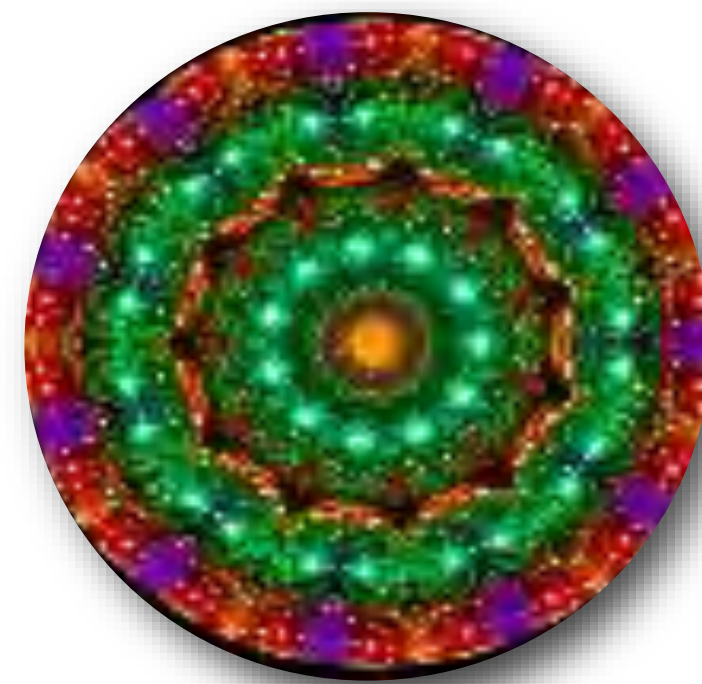


Start
A

CHANGE IS LIKE A KALEIDOSCOPE...



- Look through the eyepiece and see a colorful pattern.
- With one tiny nudge of the barrel, you instantly create a new pattern.
- It's totally different and the change is often permanent.



WHEN CHANGE OCCURS



1. Those who embrace change and thrive.
2. Those who adapt to change and survive.
3. Those who resist change and fade away.

Learning Objectives

- Discover how to enhance focus and engagement during times of rapid and challenging change.
- Identify mistakes that derail communication, accountability and productivity.
- Illustrate how to control emotional reactions and resistance.
- Discuss how to influence others by understanding and managing the factors that impact change and foster positive outcomes for your firm.
- Evaluate the financial impact of your change initiative.

OUR WORLD IS DRIVING CHANGE

Mobile Devices:

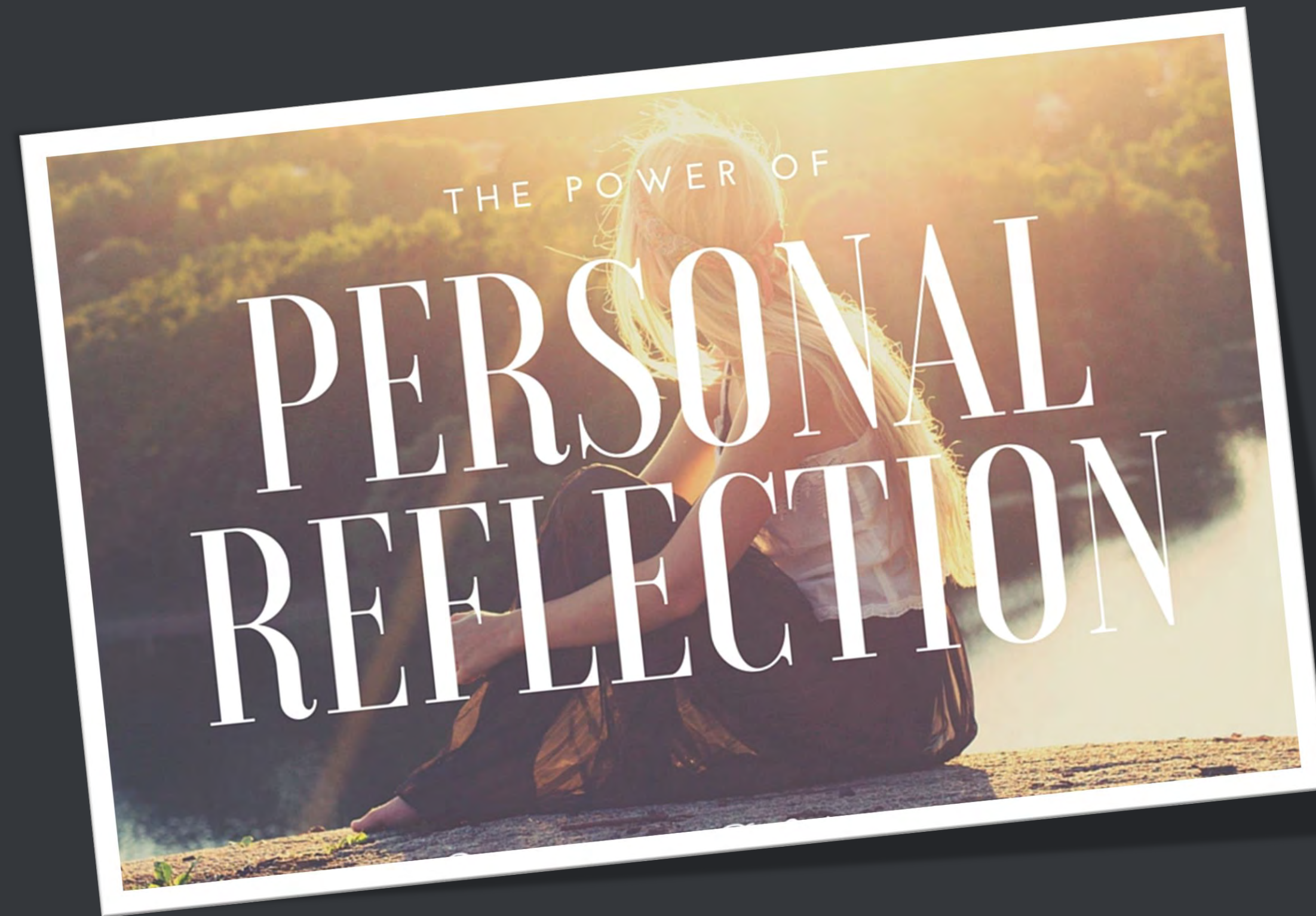
- One-third of Americans live in a household with 3+ smartphones. *(Pew Research)*
- Half of Americans own a tablet computer, up from just 3 percent in 2010. *(Pew Research)*
- At its peak, one iPad was sold every three seconds. *(Statspotting)*
- Four out of five consumers use smartphones to shop. *(ComScore)*
- Users now spend approximately five hours per day on their mobile devices. *(Flurry)*

Social Media:

- Sixty-nine percent of U.S. adults are social media users, up from just 5 percent in 2005. *(Pew Research)*
- Since its creation in 2004, Facebook has grown worldwide to 2.2 billion monthly active users. *(Statista)*

**Could you change
when change *really* mattered?**





**Consider one change you are facing.
What makes this change *challenging*?**

Embedded in every change is...

CHALLENGE

Change vs. Transition

CHANGE

Rational

Logical

TRANSITION

Emotional

Psychological

It's time to...



S

**There are four reactions we display as a result of a change.
What reaction is usually felt first?**

- A. Resistance
- B. Denial
- C. Commitment
- D. Acceptance

S What reaction do we strive for, where productivity increases and the positive effects of the change are realized?

A. Resistance

B. Denial

C. Commitment

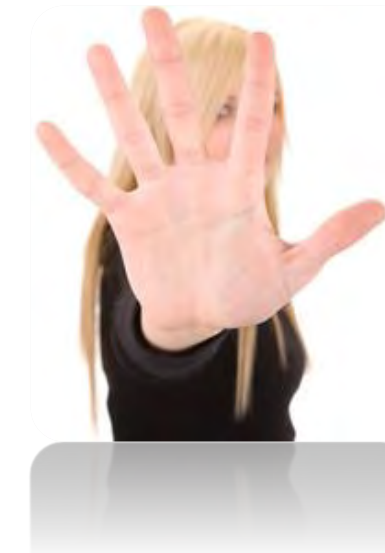
D. Acceptance

Four Reactions to Change



Denial

Resistance



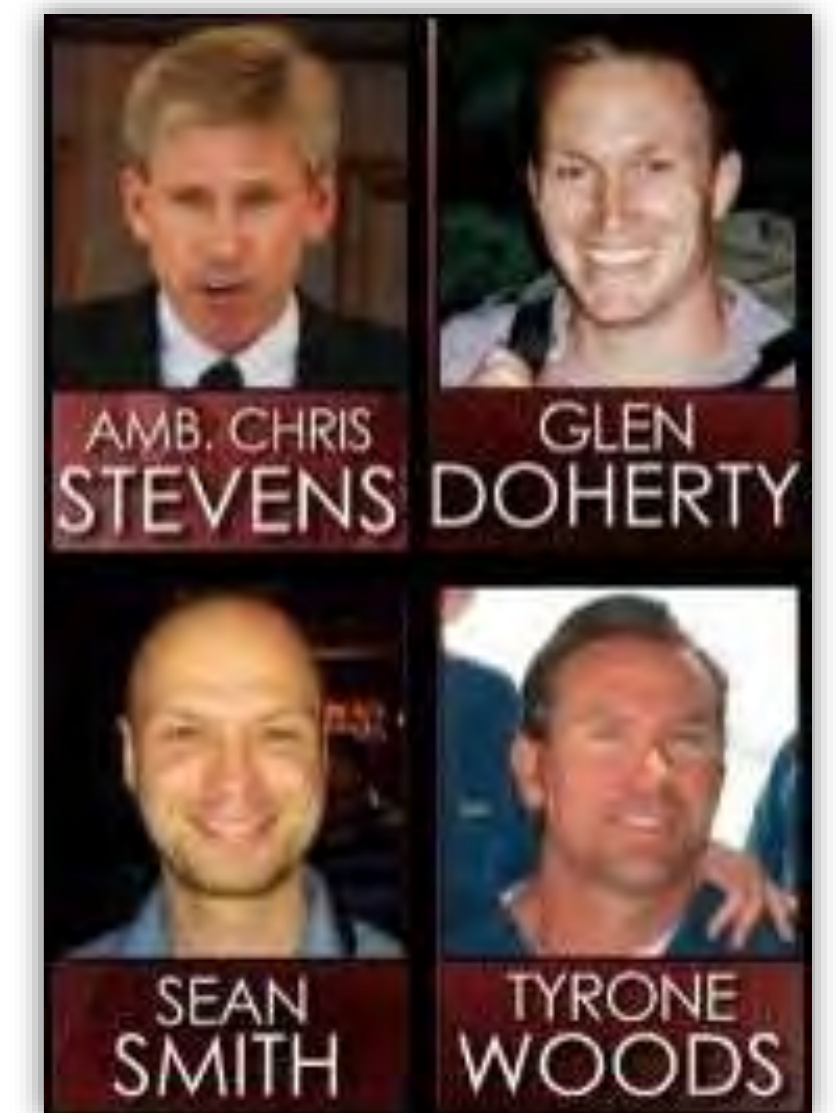
Acceptance

Commitment



REACTION 1: Denial

- People feel a sense of shock and/or denial.
- The reality of change hits.
- People need to know what is happening and how to get help.
- Communication is critical—but provide in limited amounts.



Attack at US Consulate in Libya
9/11/12

REACTION 2: Resistance

- Careful planning and preparation need to occur.
- The reaction to change is very personal and can be emotional.
- If poorly managed, crisis or chaos may occur.



Hurricane Katrina
8/29/05



REACTION 3: Acceptance

- The turning point for individuals and organizations.
- As acceptance grows, people explore what the change means.
- Learning is a key aspect, which takes time and support.



REACTION 4: Commitment

- People embrace the changes.
- Organizations start to become productive and efficient.
- Achievement is celebrated and success is shared.




Memorial at Ground Zero



THREE PHASES OF CHANGE



- 1. Disruption** – Letting go of comfortable, old way.
 - 2. Transition** – Exploratory stage—learning a new way.
 - 3. Rebuilding** – Changing so that we get better.
- 



OLD JOB

NEW JOB

THREE PHASES OF CHANGE



1. **Disruption** – Letting go of comfortable, old way.
2. **Transition** – **Exploratory stage—learning a new way.**
3. **Rebuilding** – Changing so that we get better.



THREE PHASES OF CHANGE



1. **Disruption** – Letting go of comfortable, old way.
2. **Transition** – Exploratory stage—learning a new way.
3. **Rebuilding** – Changing so that we get better.



DISRUPTION: Announced new computer system and numerous process changes.

TRANSITION: Learned how to maneuver through the new system; started to get comfortable with it.

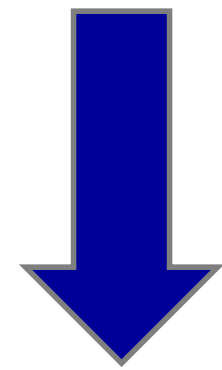
REBUILDING: Organization became more efficient, productivity increased and jobs became easier.



Productivity



Quality



Energy Required



Noise

FINANCIAL IMPACT

- There are 22 work days in a month
- 22 days X 6 months = 132 work days
- 132 days X 3 hours of lost productivity = 396 lost hours in 6 months per employee
- \$40,000 divided by 2 = \$20,000 salary for 6 months
- \$20,000 divided by 132 days divided by 8 hours/day = \$18.94 hourly rate
- 396 lost hours X \$18.94 hourly rate = \$7500 in 6 months for 1 employee
- \$7500 X 10 employees = ***\$75,000 loss in 6 months***



Example:

- 10 employees
- \$40k salary
- 6 mth transition
- 3 hrs/day productivity loss

**Who is your
favorite NFL
running back?**



Eddie Lacy

DYNAMICS OF CHANGE

- No matter how exciting the change is...expect a **sense of loss**.
- No matter how competent people are...expect a sense of ambiguity.
- Expect loss and ambiguity to lead to a deterioration of trust.
- Anticipate some negative resistance.




DYNAMICS OF CHANGE

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RESISTANCE

Supporters

Support
the
change

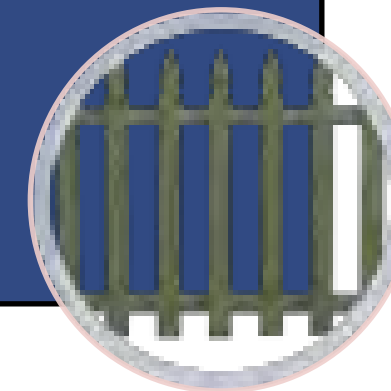
20%



Fence-sitters

Don't
decide
either way

50%



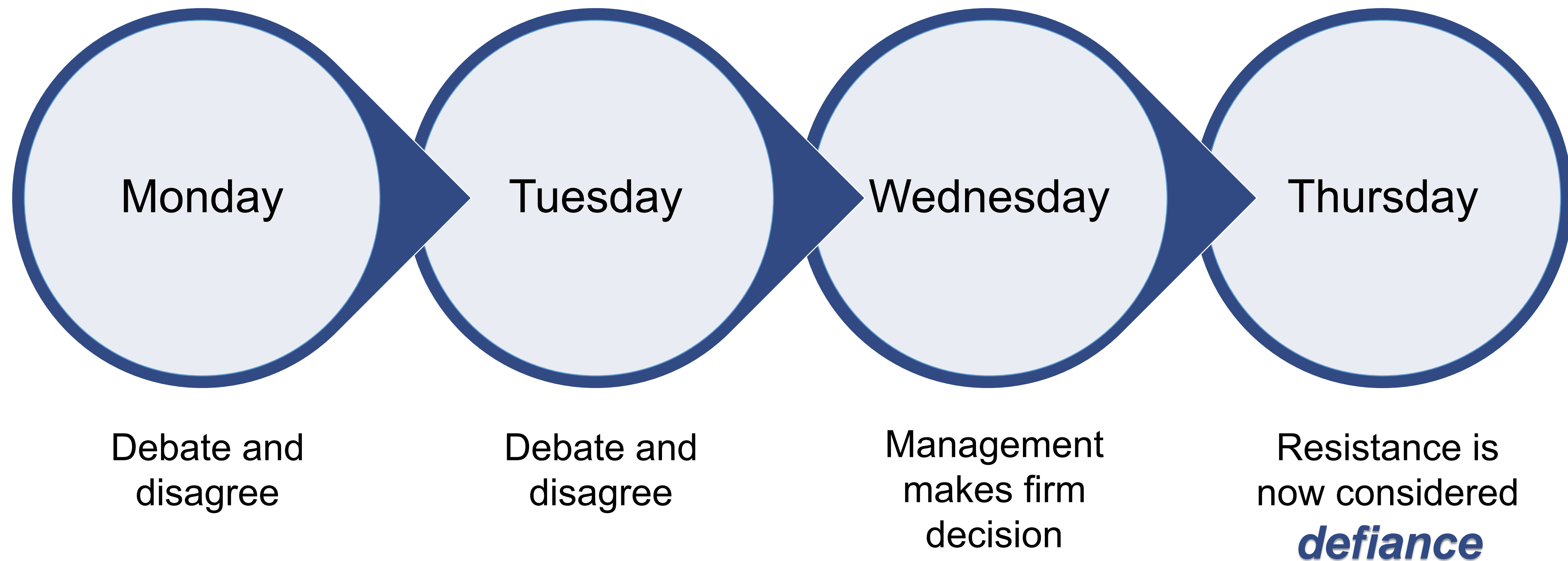
Resistors

Resist
the
change

30%



RESISTANCE VS. DEFIANCE



MANAGE RESISTANCE

- Be realistic with promises
- Demonstrate patience
- Be open and non-defensive
- Check closely for errors
- Offer instructions carefully
- Challenge assumptions
- Set specific expectations
- Establish short-term goals
- Be visible, follow-up



- Increase communication

- Ask for feedback

- Meet one-on-one more

- Expect some setbacks

- Involve others, ask for help

- Demonstrate a positive attitude

- Collaborate to maintain productivity

- Reward courage and vulnerability

- *Listen to what is said and NOT said*



Four Strategies to Embrace Change

1

Communicate
clearly

2

Exercise greater patience & accountability

3

Foster vulnerability and courage

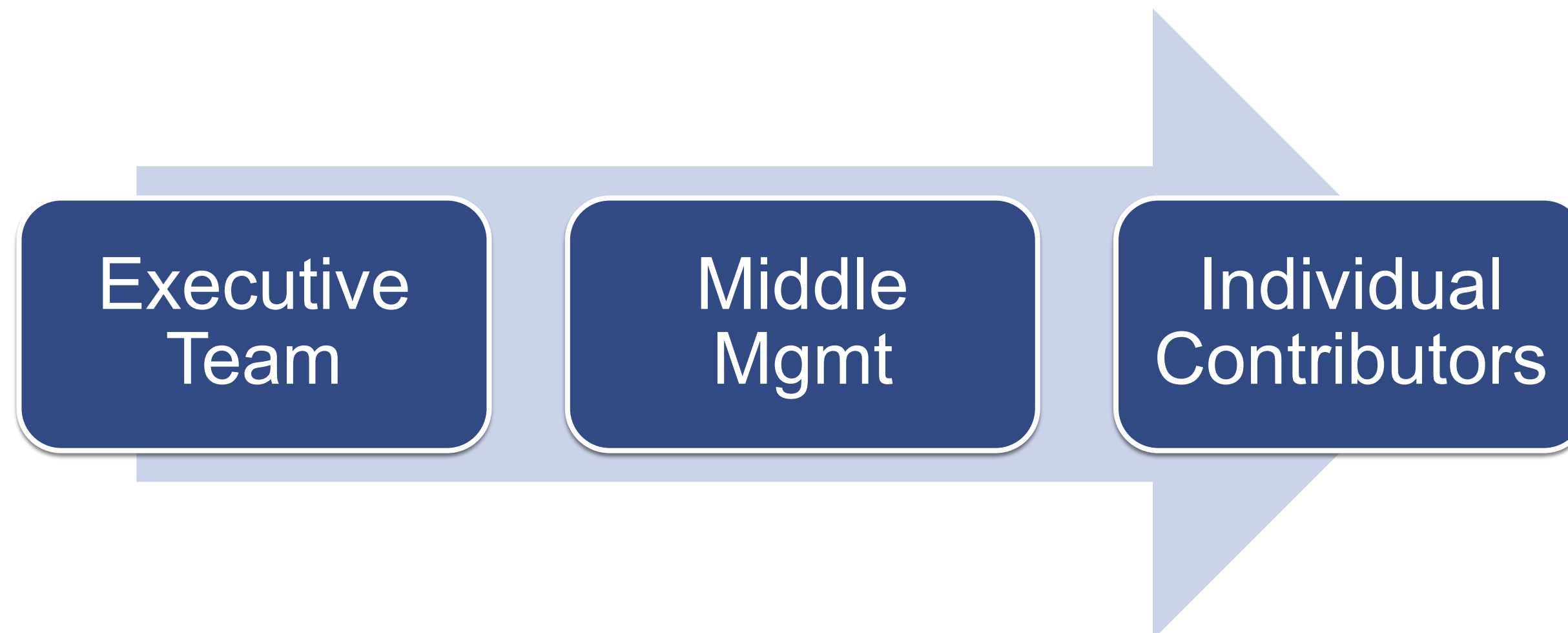
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Collaborate to retain
productivity



COMMUNICATE CLEARLY

- Communicate information in digestible chunks.
- Listen with the intent of understanding, not responding.
- Understand how information is disseminated.



It's time to...



Strategy 2: Exercise Greater Patience and Accountability

S What are effective strategies to exercise greater patience during change initiatives?

- A. Dismiss negative self-talk
- B. Actively listen to the concerns of others
- C. Seek perspective from a trusted resource
- D. Judge less, empathize more
- E. Pinpoint triggers that cause you to lose your patience
- F. Look for patterns of impatience and try to identify the root cause
- G. A - F
- H. B - F

EXERCISE GREATER PATIENCE AND ACCOUNTABILITY

- We all adjust to change at different rates.
- Remain calm and establish the “Rule of ONE Thing.”



FOSTER VULNERABILITY AND COURAGE

- Encourage employees to take risks and attempt initiatives beyond their scope of responsibilities.
- Avoid punishing failure. Instead, recognize and reward vulnerability and courage.



TRY
SOMETHING
NEW!





2019



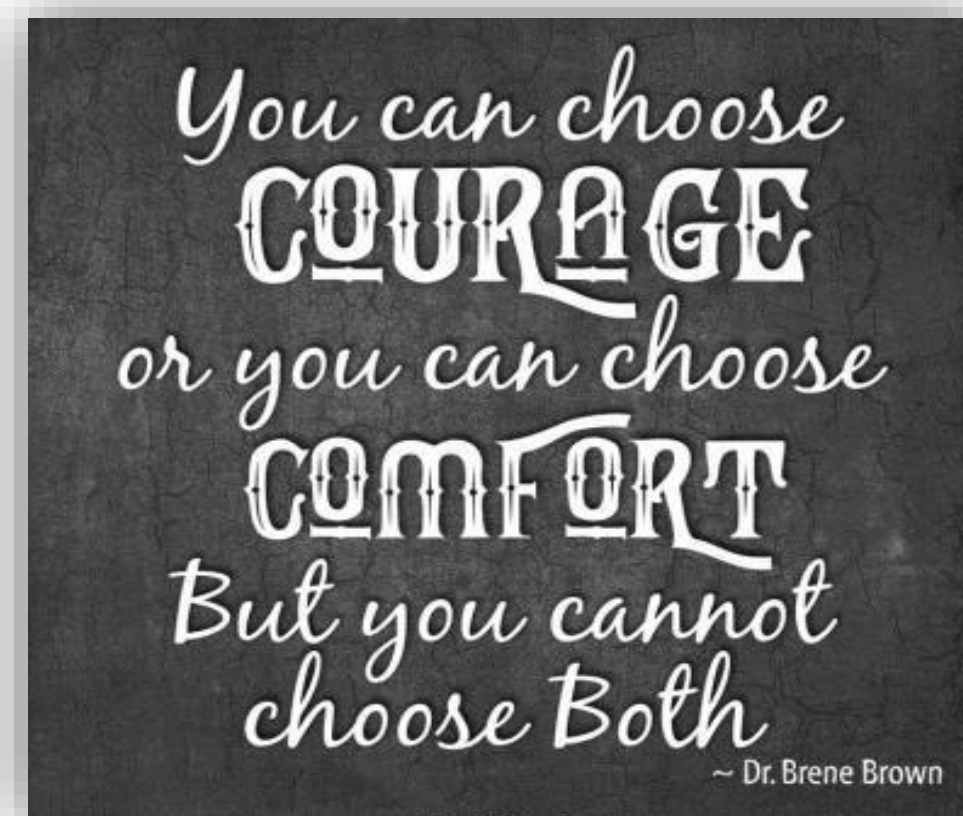
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Dr. Brené Brown, *research professor*

COLLABORATE TO RETAIN/ENHANCE PRODUCTIVITY

- Set a clear direction; outline priorities
- Encourage risk-taking and initiative
- Create a supportive work environment
- Focus on those things you can control
- Seek out issues to address
- Provide necessary training
- Rebuild morale
- Reduce job stress
- *Celebrate small successes*





Review Learning Objectives

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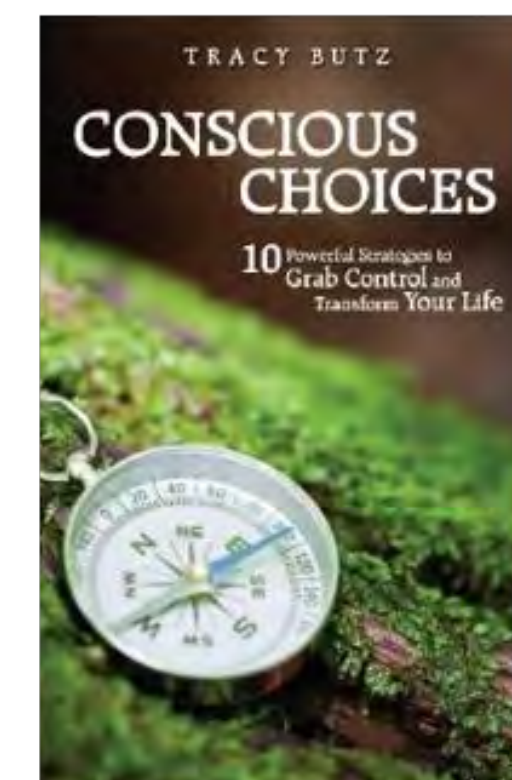
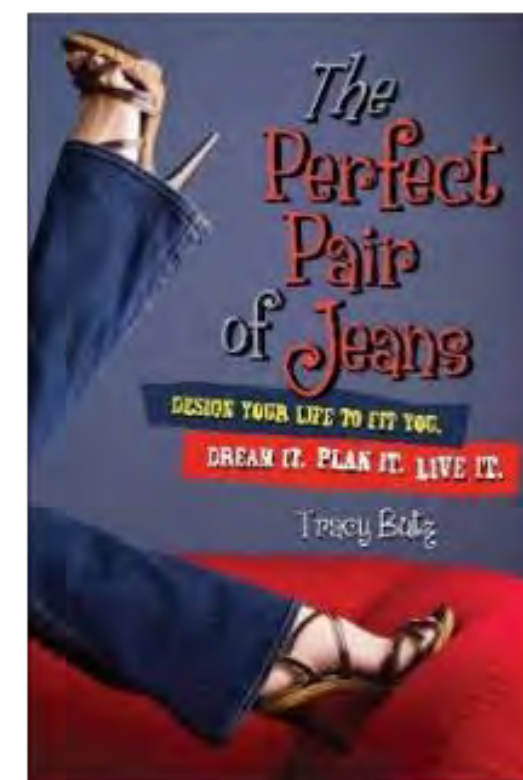
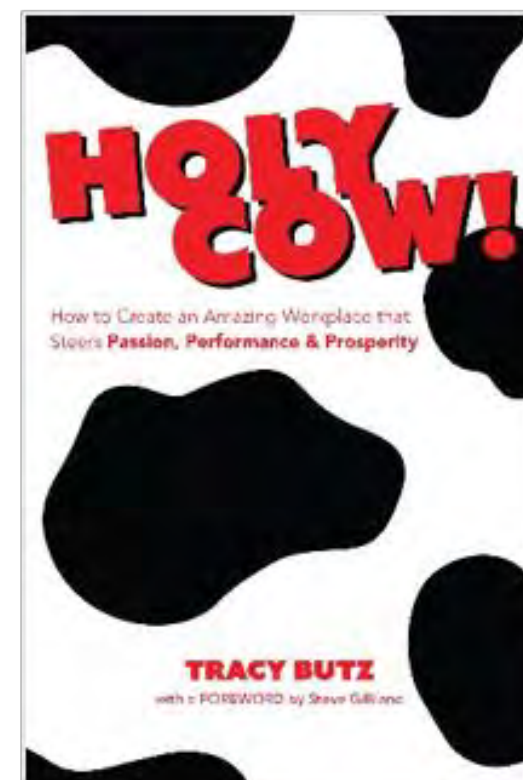
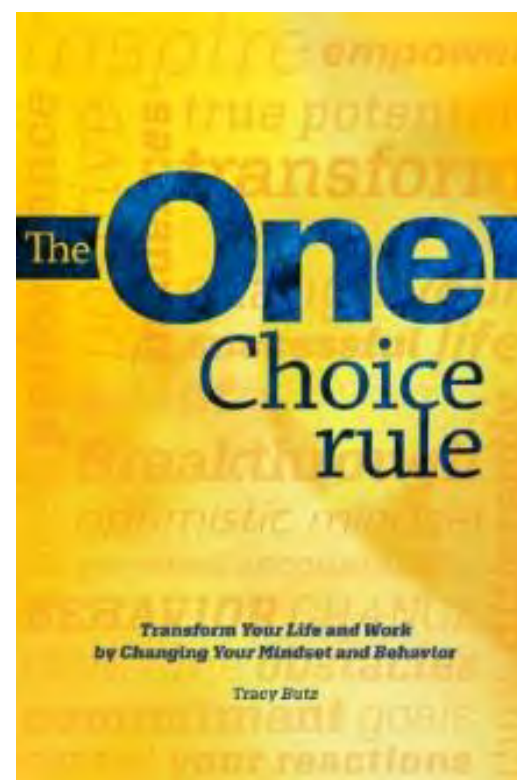
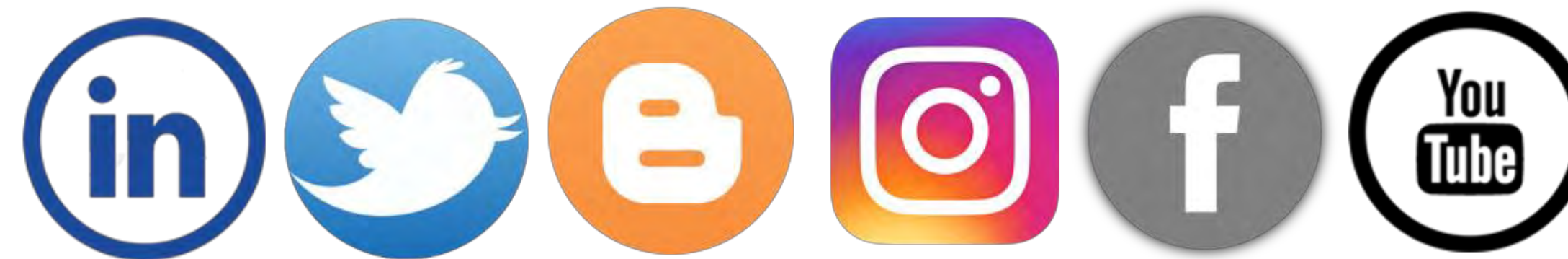
Message: TRACYSTOCK

**Embracing Change
Self-Assessments**

**“If you don’t like something, change it.
If you can’t change it, change your attitude.”**

~ Maya Angelou

To Stay **INSPIRED**
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