Leadership Matters

Thriving Through Change
New York State Community Action Association Webinar

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Machiavelli, The Prince, 1513

“There is nothing more difficult to carry out, not more doubtful of success, nor more dangerous to handle, than to initiate a new order of things.”
“Change is persuading massive numbers of people to stop what they have been doing and start doing something they probably don’t want to do.”
Bram Briggance, PhD. Healthcare Consultant

What Demands Change?

- Increased competition
- Consumer demand
- Constrained resources
- Failed performance
- New social values
- Changing technologies
- Regulatory mandates
- New management
- Erosion of authority
Change...

- Is complex.
- Sets off an array of emotions.
- Creates significant challenge for manager-leaders.
- Is only effective when employees are supported through the emotions and dynamics of change.
What Is A Manager or Employee To Do?

- Understand the dynamics of change.
- Provide information, encouragement, and support.
- Thrive during change versus simply survive.
- Manage fatigue caused by change.
- Adopt the attitude and attributes of a change agent.
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Understanding The Dynamics of Change
Stages Of Change: Bill Bridges

I
Loss/Ending

II
Transition

III
Beginning
Individuals Experience: Loss/Ending Stage

- Identity
- Meaning
- Belonging
- Future
- People
- Competence
Individuals Experience: Transition Stage

- It isn’t or wasn't so great after all.
- I don’t know what to do, it’s too much.
- I don’t belong here; I’m leaving.
Individuals Experience: Beginning Stage

- Excitement
- Enthusiasm
- Energy
- Commitment
- Belonging
- Motivation
Organizations Experience: Loss/Ending Stage

- Job/Title
- Peers
- Security
- Competence
- Mission
- Vision of Future
Organizations Experience: Transition Stage

- Speculation/Rumors
- Depression
- Withdrawal
- Anger/Hostility
- Job Search
- Panic
- Numbness
Organizations Experience: Beginning Stage

- Enthusiasm
- Excitement
- Happiness
- Creativity
- Interest
- Task Focus
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Change Models: Chosen and Imposed
Kubler-Ross Roller Coaster Model Of Change

The Roller Coaster of Change

- Change is announced
- High expectations
  - Shock
  - Mourning
  - Fight/Flight
  - Disorientation
    - Nostalgia
    - Turmoil, rage
    - Guilt, depression
    - Feelings of loss
  - Needing to let go
  - Detachment
- Realistic expectations
  - Excitement
  - Reattachment
  - Testing
  - Internal commitment
  - Hope
  - Finding new structures
  - Refining purpose
  - Problem solving
  - Focused study
  - Informed choice
  - Focused exploration
  - Search for the new

- Present → DECISION → Future
- Time
Connor-Kelly: Emotional Cycle of Change

- Information,
- Encouragement
- Support

I Uninformed Optimism (Certainty)
II Informed Pessimism (Doubt)
III Hopeful Realism (Hope)
IV Informed Optimism (Confidence)
V Rewarding Completion (Satisfaction)

Checking Out
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Provide:

Information
Encouragement
Support
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Factors That Hinder The Change Process *

- Relying on “rules/procedures” vs. communication.
- Considering change not “normal.”
- Lack of information/resources.
- Living in the past.

*Judith Simpson, 1990
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Factors That Help the Change Process

- Communicating with honesty and clarity.
- Offering information and support.
- Cultivating the willingness to deal with ambiguity.
- Having a vision and clear understanding of reality.
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What is Change Fatigue?

Change fatigue is the loss of focus, energy and willingness in leaders and employees constantly impacted by organizational change. Without leadership and intervention this “fatigue” causes initiatives to stall and fail.
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What Causes Change Fatigue?

- Poor planning and roll out of initiatives.
- Lack of communication about change initiatives.
- Lack of resources to effectively implement change.
- Improper engagement of employees.
- Too much change all at once.
- Low trust in leadership
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Symptoms of Change Fatigue?

- Stressed out leaders and employees.
- High levels of fear.
- Public and private mental checking out.
- Organizational depression.
- Reduced productivity, stalled or failed projects.
- Distracted leadership “On to the next thing.”
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Overcoming Change Fatigue

- Properly introduce change initiatives to employees.
- Monitor for symptoms and adjust to address them.
- Engage frontline managers and employees.
- Phase initiatives to manage the pace of change.
- Regroup: It is okay to have “Do Overs”
- Activate a 3R Team (Focused on Rest, Relaxation and Rejuvenation)
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Moving Forward:
What You Do Next Really Matters
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Questions to Consider Prior to Change

- Is the nature of the change clear?
- Is the reason for change justifiable?
- Do communications convey concern for employees?
- Are the individuals leading change trusted leaders?
- How will change be introduced?
- Who will monitor for change fatigue?
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Become a Change Expert: Read

- Leading Change, John Kotter
- The Speed of Trust, Steven M.R. Covey
- Developing the Leader Within You, John Maxwell
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Be an Effective Change Agent

- Goal or Outcome Focus
- Believe change is possible
- Highly motivated
- Highly committed
- Highly creative
- Plan effectively
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Be an Effective Change Agent

- Take risks
- Persistence
- Enthusiasm
- Courageousness
- Flexibility
- Empathy
Food For Thought

- Leadership is inextricable from change.
- This environment is the “new normal” embrace it.
- Relationships and high levels of trust really matter.
- Practice self care - change is exhausting
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Confident, Competent, Courageous, and Calm