

NATIONAL NFP CONFERENCE 2019

CHANGEMAKERS

MAKING CHANGE



**Getting on Board - leading the
people side of change**

LEAD

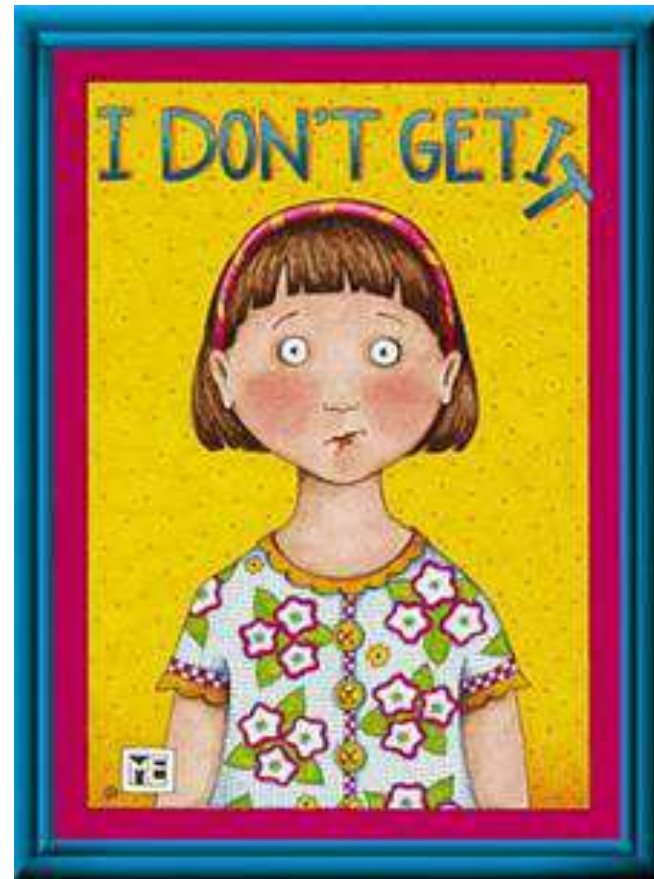
CENTRE FOR
NOT FOR PROFIT
GOVERNANCE & LEADERSHIP

Change - the infinite game



Change – even
organisational
change –
happens one
person at a
time.

Ken Blanchard

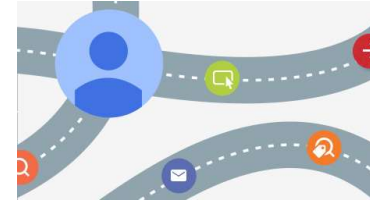


Change versus transition



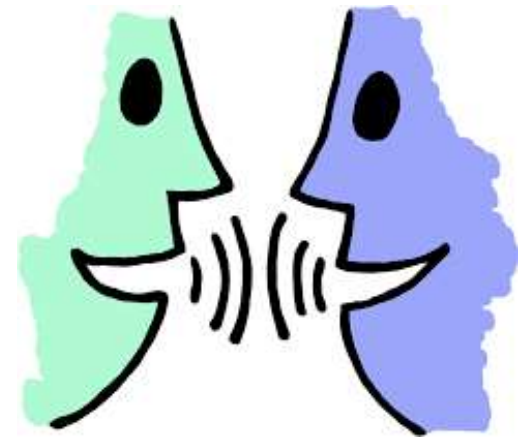
Transition is the emotional and psychological process that every individual has to go through to let go of the old and embrace the new

The plan...

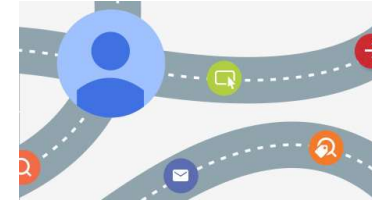


- Change versus transition
- Why is change hard?
- The transition curve
- Surfacing and coaching concerns
- Personal change styles

How is change impacting you, your people, your organisation or your mission at the moment?



Remember!

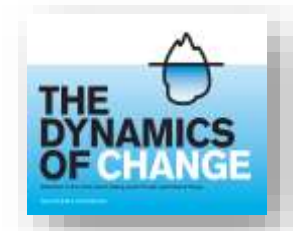
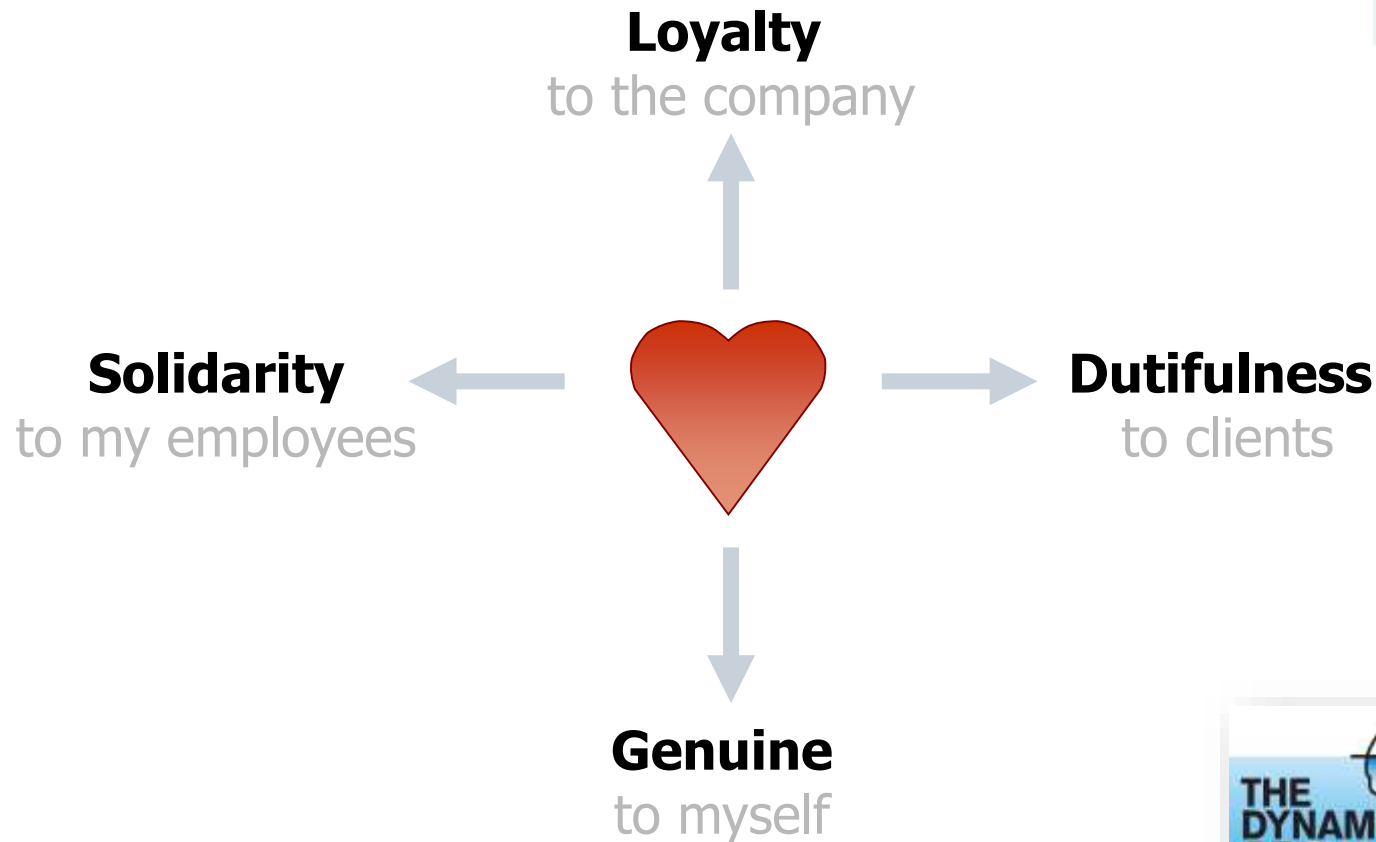


- ☑ Every change is **UNIQUE** to every individual, team and every situation
- ☑ Every change initiative calls for **BALANCE** between the **PRACTICAL** and **EMOTIONAL** realities
- ☑ People who are **left out** of shaping change have a way or reminding us that they are really important
- ☑ Navigating through change requires investing time in **DIALOGUE** and **REFLECTION**

Three Phases of Transition



Handling conflicting expectations



From the book "Dynamics of Change" page 23

Why is Change Hard?

We are hardwired to maintain....

Status

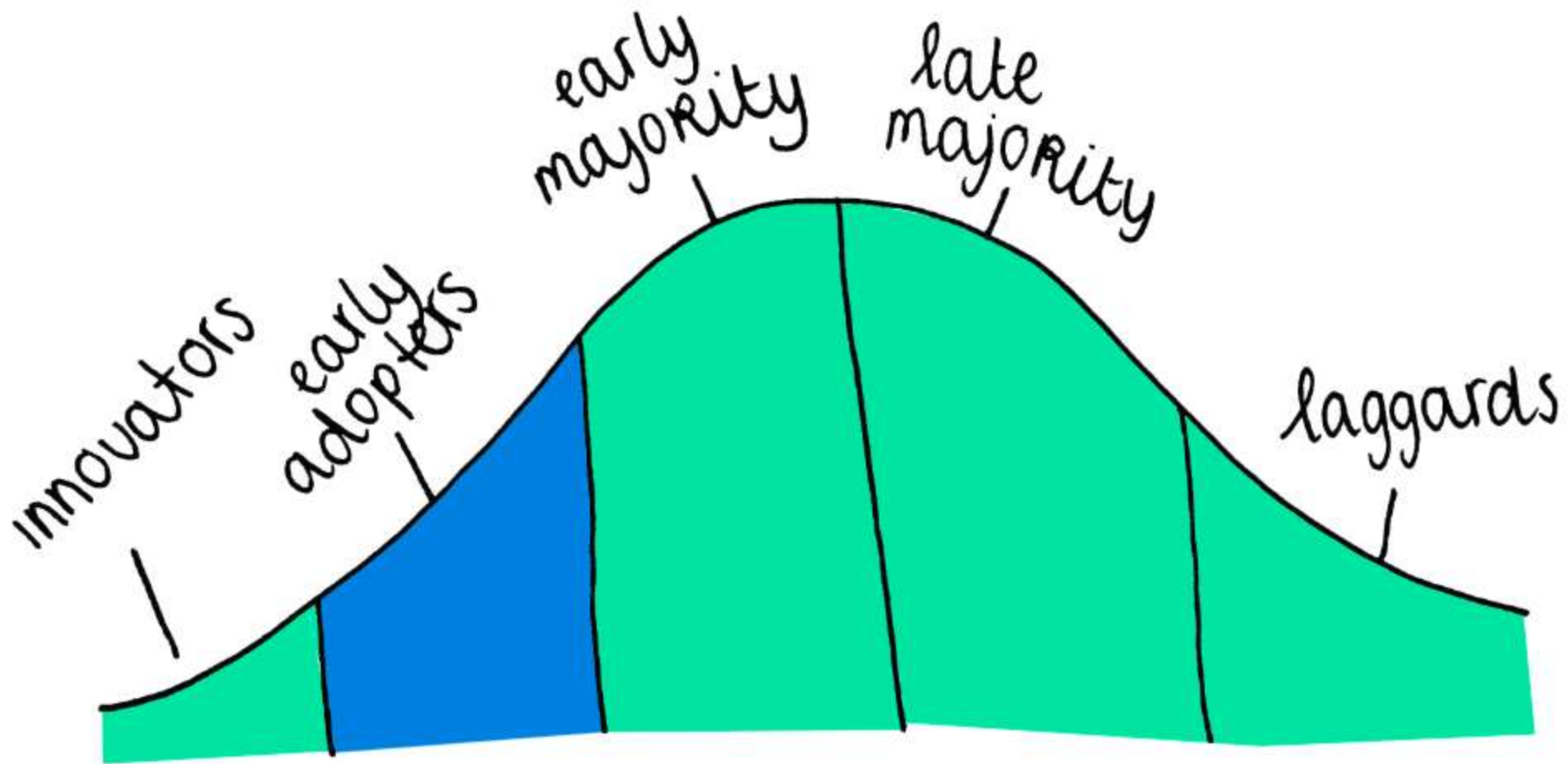
Certainty

Autonomy

Relatedness

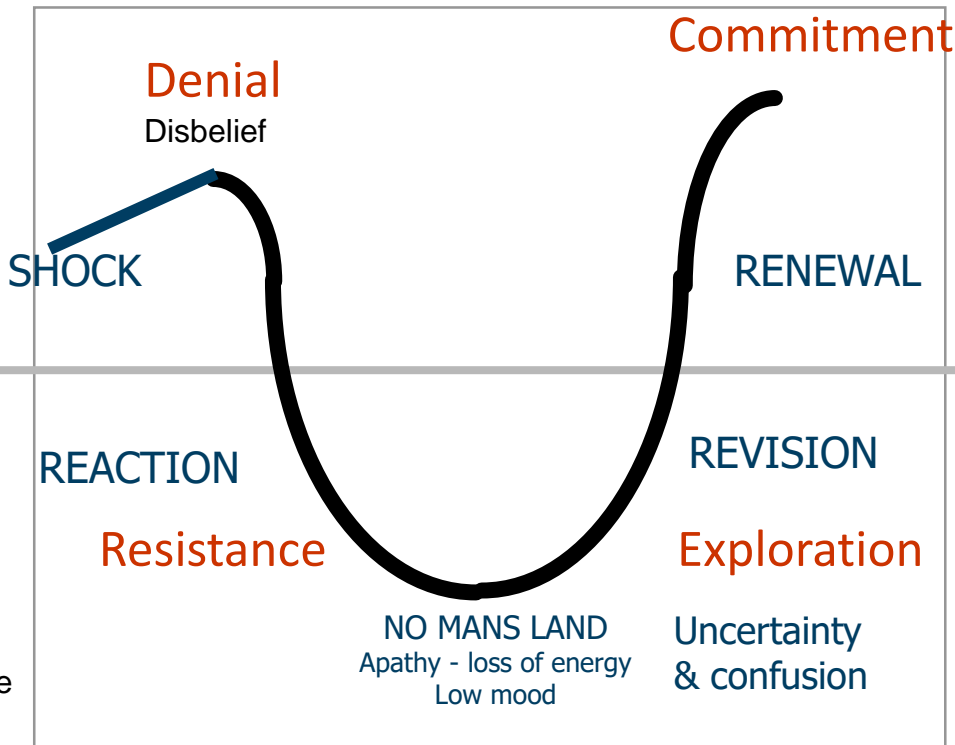
Fairness





The Transition Curve - *Reactions*

- shock/numbness
- chaos and confusion
- Fear/anxiety
- little accomplished
- grief and loss
- how will this impact me?



- New stability
- things are working
- clear focus and plan
- feeling positive
- better co-ordination

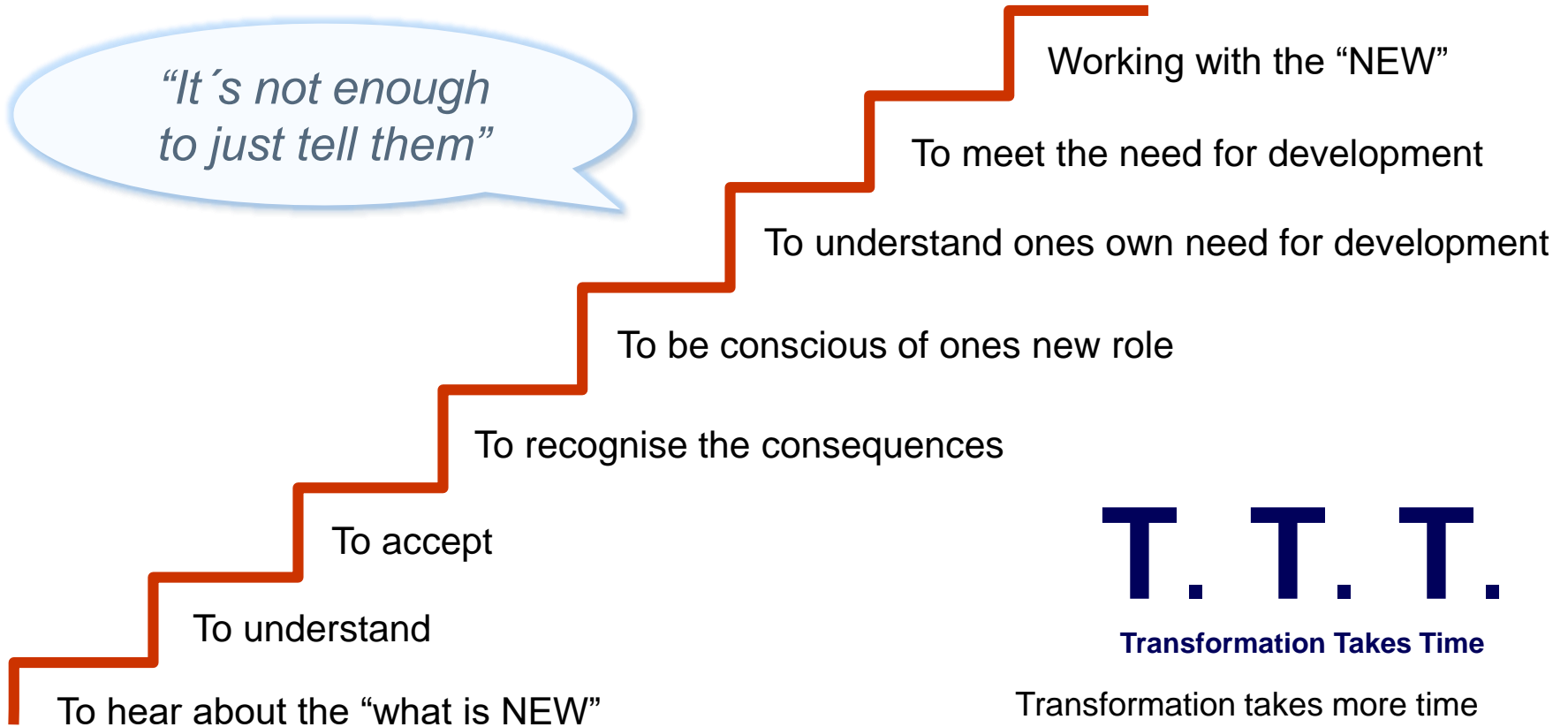
- anger/fights/blames
- can't sleep at night
- 'gave my all and now look what I get'
- wrestling with the change
- resentful

- Gradual acceptance
- self esteem recovers
- new ideas
- have a lot to do
- learning how to work in the new environment
- seeing the way ahead

Source: Flora/Eklind

Transformation Takes Time

*"It's not enough
to just tell them"*



T. T. T.

Transformation Takes Time

Transformation takes more time
than we usually anticipate

Source: K Plank and T Eneroth

1. Creating a sense of urgency
2. Forming a powerful, guiding coalition
3. Creating a VISION
4. Communicating the VISION
5. Empowering others to act on the VISION
6. Planning for and creating short term wins
7. Consolidating improvements and producing still more change
8. Institutionalising/embedding new approaches

Kotter

What's to lose?

- Loss of colleagues, managers, co-workers and friends
- Loss of power and opportunity to influence
- Loss of security and status
- Loss of expected future scenario
- Loss of resources
- Loss of identity or self esteem

What should leaders do (or not do) to help people transition through this stage of the process?

The Possibility Curve – Management actions

External/Environment

Denial

- Confront individuals with information.
- Let them know that change will happen.
- Explain what to expect and suggest action to adjust.
- Give time to let things sink in.
- Arrange planning sessions to talk things over.

Commitment

- Look ahead. Set long-term goals.
- Concentrate on team building.
- Create mission statement.
- Acknowledge and reward those responding to the change.

Past

Future

- Listen, acknowledge feelings, respond empathetically, encourage support.
- Don't try to talk people out of their feelings, or tell them to change or pull together.
- If you accept their response, they will continue to tell you how they are feeling.

Resistance

- Concentrate on priorities and provide any necessary training.
- Follow up projects under way.
- Set short term goals.
- Conduct brainstorming and planning sessions.

Exploration

Internal / Self

Information concerns

Why is the change needed? What is changing? What do I need to know?

Personal concerns

How will the change affect me personally?

What is in it for me? Will I win or lose?

How will I find time to implement this change?

Will I need to learn new skills or do I have the necessary skills now?

Impact concerns

What impact will this have on my current role?

What will I have to do? Do differently?

Where do I get help?



- What concerns do you have?
 - Information concerns or gaps *What information is missing for you?*
 - Personal concerns *What concerns do you have about how the change will affect you personally?*
 - Impact concerns *What concerns do you have about the impact of the change?*
- What are **your** important questions at this point in time?

Coaching Concerns

- Feelings
- Facts
- Future

Clarifying Questions

In what way?

What specifically...?

What makes you say that?

Can you give an example?

How do you know that?

What do you mean by...?

Which ones particularly?

Who exactly? How does...?



Listen beyond the negativity



Coach the person, not the problem



If you don't like
something
change it; if you
can't change it,
change the way
you think about
it.

Mary Engelbreit



Above the Line

Below the Line

Personal Empowerment

See it, name it, own the bits you can do something about
Move in to action

Above the Line

Below the Line

Avoid it Blame others Denial
Get angry Feel like a victim to
your circumstances

FUTURE

Above the Line

Below the Line

PAST

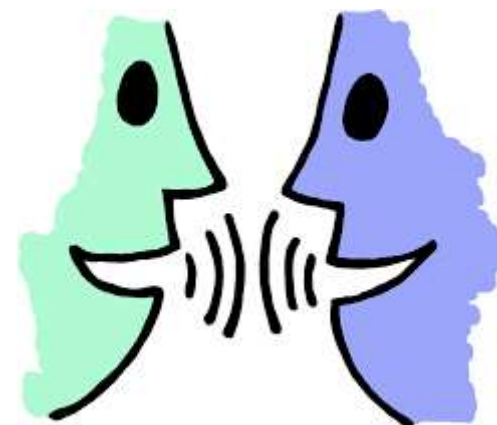
Looking out for each other

- If in doubt, check it out

How are you doing?

I've noticed...and I'm wondering how you are doing?

- It's good to talk - take time to talk to people
- Listen and empathise
- Don't need to solve anything or fix it



I can be changed by
what happens to me.
But I refuse to
be reduced by it.

- Maya Angelou

IGNORE





bit by bit

Leap
without a
backward
glance



HOLD THE



OLD AND THE NEW

**FIGHT IT
ALL THE
WAY**



What are the strengths and weaknesses of this style?

When is it good to use this style?