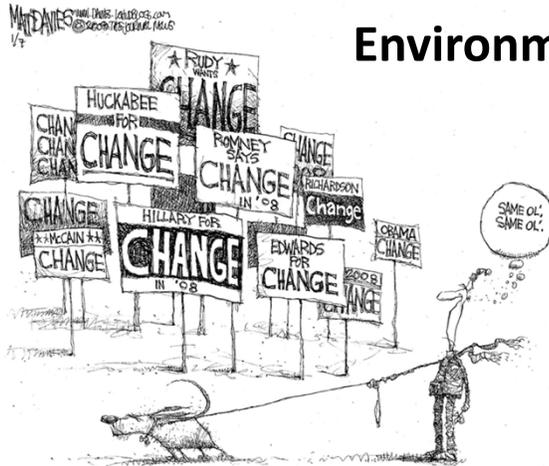


Managing Change: Increasing Your Effectiveness in Changing Environments



Presented by
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Agenda

- Introductions
- Understanding our reactions to change
 - Social Neuroscience: Our Brains and Change
 - Self-Evaluation and Action Planning
 - Psychology: Change vs. Transitions
 - Self-Evaluation and Action Planning

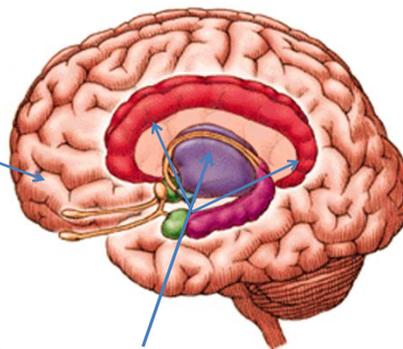
- What change are you currently experiencing?
- What about the change do you like?
- What about the change do you dislike?



Our Brains and Change

Prefrontal Cortex

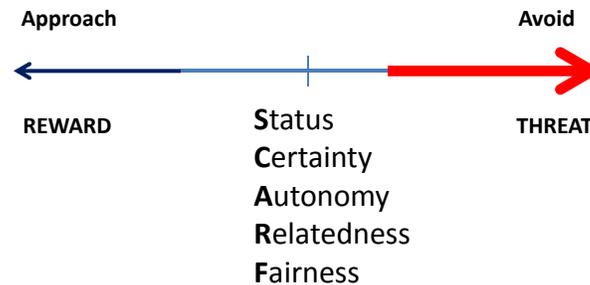
CEO/Executive function of the brain responsible for focusing, problem solving, judgment, moderating social behavior, forming strategies, decision making, planning, etc.



Limbic System

Collection of primitive structures primarily responsible for our emotions and motivation, particularly related to survival.

Social Neuroscience: The SCARF Model



Adapted from David Rock, NeuroLeadership Journal (Issue one 2008)

SCARF Model

- **Status** – relative importance to others, “pecking order” and seniority
- **Certainty** – being able to predict the future
- **Autonomy** – perception of exerting control over one’s environment; sensation of having choices
- **Relatedness** – belonging; are you “in” or “out” of a social group
- **Fairness** – perception of being treated the same or differently relative to something or someone else

Adapted from David Rock, NeuroLeadership Journal (Issue one 2008)

CHANGE is situational;
there is a clear before and
after state.



VS.



TRANSITION is the psychological
process people go through as they
internalize and come to terms with
the details of the new situation
change brings about.

7

3 Stages of Transition



Endings
Letting go of the old ways and the old identity people had. This is the first phase of transition, the time when people have a need to deal with their losses.



Neutral Zone
Going through an in-between time when the old is gone but the new isn't fully operational. It's when the critical psychological realignments and new patterns take place.



Beginnings
Coming out of the transition and making a new beginning. This is when people develop the new identity, experience the new energy, and discover the new sense of purpose that make the change begin to work.

Adapted from William Bridges: Managing Transitions (2009)

Strategies for Managing Transitions

1. Recognize that there are three distinct phases of transition
2. Identify the transition phase for yourself and for those around and/or your team
 - ✓Where are you?
 - ✓Where are others?
3. Managing resistance
 - ✓Identify if there is resistance in yourself and/or in others



Predictable Change Emotions for Recipients and Messengers

When change is imposed on you

- Resistance
- Avoidance
- Rebellion
- Confusion
- Criticism of messenger
- Resentment, even hatred
- Frustration
- Uncertainty
- Relief (when you were able to adapt to the change)

When you bring change to others

- Guilt at pushing someone
- Uncertainty
- Skepticism
- Isolation
- Disconnection from recipient
- Betrayal (when you're pushing change towards those you're close to)
- Acceptance (once you are through the initial resistance)

Adapted from Dan Mulhern's blog "Reading for Leading"
<http://www.danmulhern.com/2013/04/08/if-you-want-to-lead-get-ready-for-this/>

Strategies for Each Phase

- Endings –
Identify what is ending/being lost.
Which losses are concrete and which are subjective?
Identify what is staying the same.
- Neutral Zone –
Set short-range goals.
Move toward relatedness vs. isolation.
Look for opportunities to identify new answers to old problems.
- New Beginnings - Four P's
Explanation of the purpose behind the outcome sought.
Paint a picture of how the outcome will look/feel.
Understand the plan to phase in the outcome.
Identify a part to play in the planning and the outcome.