Leading Your Library Fearlessly through Change

Strategies for Facilitating Change Acceptance Among Staff, Patrons, and Trustees

Thursday, October 19, 2017
1:20 – 2:05 p.m.

Russell *consulting, inc.*

Helping Build and Sustain GREAT Organizations!

Jeffrey L. Russell

Jeff Russell, co-director of **Russell Consulting, Inc. (RCI)** with his wife Linda, specializes in helping leaders build productive, supportive, and motivating work environments. *RCI* helps companies develop their leadership and strengthen team performance to achieve their great performance goals and outcomes. By guiding the exploration of key values held in common by organizational members and developing strategies and actions to express these values-in-action, *RCI* helps organizations achieve their strategic vision.

Through processes that include "visioning" retreats, Future Search conferences, process redesigns, improving decision making processes, implementing quality improvement strategies, and providing a variety of skill-building seminars, *RCI* enhances long-term organizational effectiveness and performance.

Consulting Expertise

Jeff consults with companies in the areas of:

- Visioning and strategic planning
- Leadership development
- Leading and implementing change
- Performance management systems
- Employee engagement assessment
- Customer and employee focus groups
- Team assessment and intervention
- training needs assessment
- Organizational design
- Self-managed teams
- Problem solving and decision making

Training Expertise

Jeff conducts an array of leadership and team development seminars on such topics as:

- Surviving difficult conversations
- Fearless performance reviews
- Leadership and strategic thinking/planning
- Leading fearless change
- Communication skills
- Dealing with difficult people
- DiSC Behavioral Profiles
- 360 leadership assessment and development
- Effective meeting management

- Decision making and problem solving
- Managing conflict and win/win negotiations
- Performance management and coaching skills
- Team building fundamentals
- Team leadership and facilitation skills
- Customer service

Professional Background

Jeff serves as an adjunct faculty member at University of Wisconsin-Madison and UW-Milwaukee. He also teaches for the UW-Madison, UW-Eau Claire, and UW-La Crosse Small Business Development Centers.

Jeff has a bachelor's in Humanism and Cultural Change and a Masters of Science degree in Industrial Relations from UW-Madison.

Before forming RCI, Jeff served as human resource coordinator for the Wisconsin Department of Administration (DOA). At DOA, Jeff developed and coordinated their employee assistance, leadership and employee development, and equal employment opportunity/affirmative action programs.

Jeff is a past president of the Board of Directors for the Greater Madison Area Society for Human Resource Management serving over 800 HR professionals in the Greater Madison area.

Conference Presenter and Author

Jeff is a sought-after speaker at state, national and international conferences. Recent presentations include:

- ASTD International Conferences — 2001 through 2011
- Jamaica Employer's Federation Conference, Ocho Rios, Jamaica, 2004, 2006, 2007, 2009
- 2005 Minnesota Quality Conference
- Minnesota Project Management Institute, PDD 2007, 2008, 2009, 2011, 2012, 2013, 2014, 2015, 2016
- Wisconsin SHRM Annual Conference, 2004 through 2007, 2010, 2011, 2012, 2013, 2016
- Wisconsin Child Welfare Annual Conference, 2012
- *Leading Change*, Shanghai, China
- *Emotional Intelligence in Action*, Kuala Lumpur, Malaysia, 2012

Jeff and his wife Linda have co-authored nine management books including **Leading Change Training, Strategic Planning Training**, **Change Basics, Strategic Planning 101, Ultimate Performance Management,** and **Fearless Performance Reviews** (McGraw-Hill, 2014).

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1134 Winston Drive   *tel* (608) 274-4482
Madison, Wisconsin 53711-3161

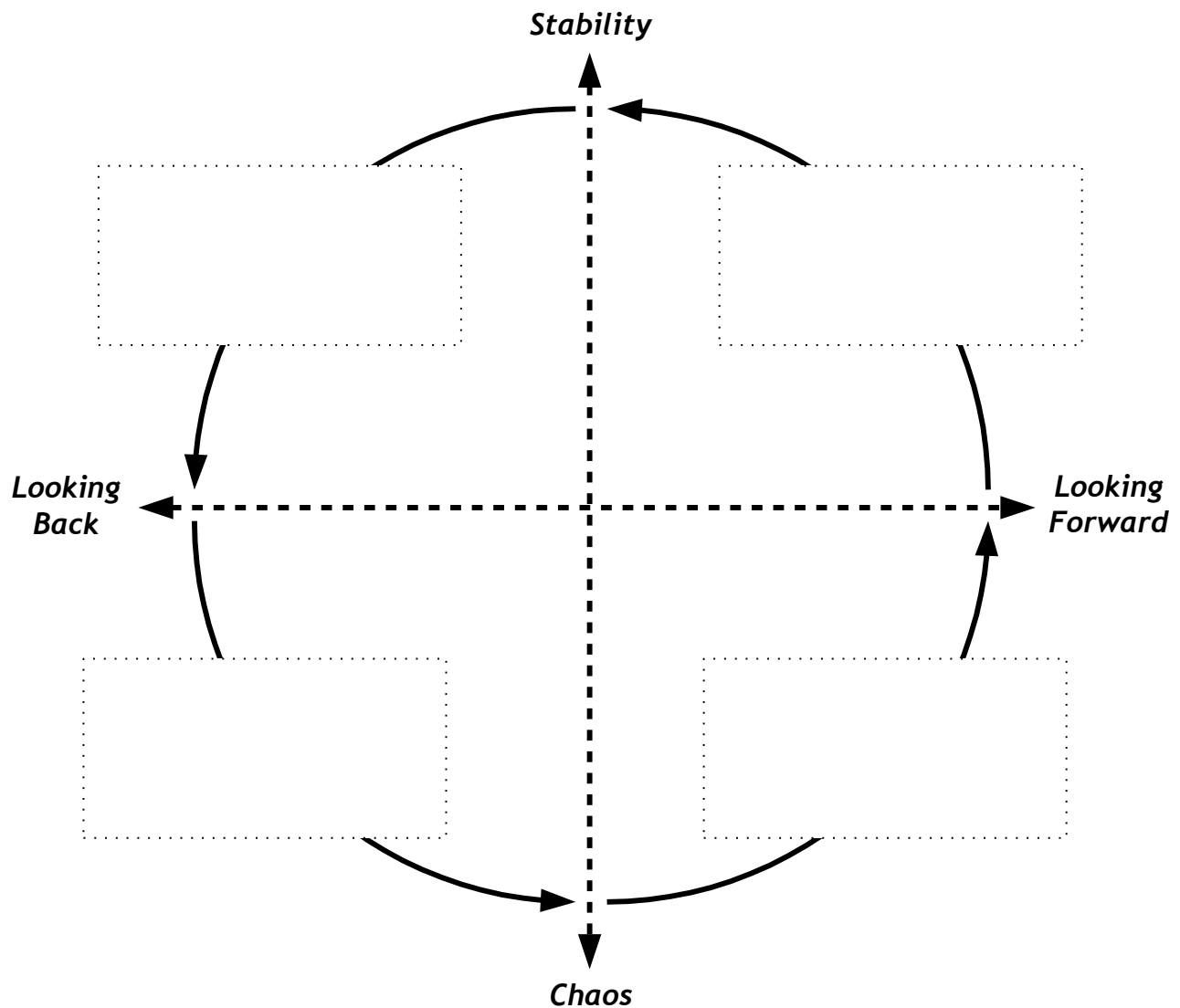*RCI Online:* www.RussellConsultingInc.com
E-mail: Jeff@RussellConsultingInc.com

The Emotional Journey through Change

Stability

Looking
Back

Looking
Forward

Chaos

[From **Change Basics**, by Jeff and Linda Russell, ASTD Press, 2006]

Characteristics and Actions for Each Phase of the Change Journey

Characteristics of Each Phase of the Change Process	*Actions Library Leaders Can Take to Help Make Change Fearless and Guide Others Through Change*
Comfort and Control: • Comfortable • Everything's fine • Satisfied • Positive • In control . . . • Safe • Happy • No problems • Rewarding • I'm okay, you're okay!	
Fear, Anger, and Resistance: • Frustration • Fearful • Upset • Challenged • Anxiety • Lost • Anger • Betrayed • Confused • Hostility • Self-doubt • Dazed	

Characteristics of Each Phase of the Change Process	*Actions Library Leaders Can Take to Help Make Change Fearless and Guide Others Through Change*
Inquiry, Experimentation, and Discovery: • Confused • Hopeful • Frustrated • Challenged • Making progress • Searching for solutions • Innovation/creativity • Questioning • Opportunity • Disappointed • Half-way there! • Exciting! • Going in all directions at once!	
Learning, Acceptance, and Commitment: • Now I know! • Success! • Relief • Self-confidence • Comfortable • Energized • We made it! • Wow! • Satisfied • What's next?	

Why People Embrace/Run Away from Change

People change — or don't change – due to . . .

Common Change Driver/Barrier	Change Becomes Possible When . . . .
Reason/Rational/Logic	People change when rational analysis convinces them that they need to change. The benefits outweigh the costs of change. The new logic leads people to think, feel, and act differently.
Inspiration/Aspiration	People change when their deep hopes and values are engaged and mobilized (sometimes regardless of the logic). The drive to achieve the aspiration compels people to think, feel, and act differently.
Fear/Blocking Emotions	People change when their fears, anxieties, and other blocking emotions regarding the change are reduced or eliminated. Once people's fears, anxieties, and other blocking emotions are reduced they are able to think, feel, and act differently.
Mindsets/Beliefs/Assumptions	People change when their deeper mindsets, values, belief system, and assumptions are engaged and challenged such that they recognize the need to adjust or modify their mindset/belief system to reflect an awareness that their current mindset/belief system is no longer effective at helping them achieve their goals. The new mindset and belief system enable people to think, feel, and act in new ways.
Politics/Power/Influence	People change when their bases of power or influence are altered, when their deeper needs/interests shift, or when their basis for influencing outcomes changes. The new political/power/influence configuration encourages people to think, feel, and act differently.

Adapted from the work of Robert Marshak, used with permission of the author.

When People Resist Change It's Because . . .

1. They Fear _____ Something that They Value

- The greater the expected loss, the greater their resistance.
- People's fear is based on their <u>perception</u> of the situation — it doesn't matter whether their beliefs are accurate or not.
- Common fears are a *perceived* loss of: status, power, social opportunities, a comfortable status quo, territory, future rewards or opportunities, sense of direction, established relationships, and competence.

2. They Lack _____ in Leaders or Misunderstand Their Motives

- People may believe that a specific change was designed to take advantage of them.
- People may be concerned about the unknown details and implications of the change.
- People may fear that if they let an acceptable change occur now, it will set a precedent for allowing changes they don't agree with later.
- People are likely to resist change when the change leaders are not trusted or respected.

3. They _____ on the Merits of the Change

- Those who are initiating the change and those affected by the change may be operating with different sets of information and/or expectations about the reasons for change, the goals and desired outcomes of the change, and the implications of the change.
- People may think the proposed change not only won't resolve problems but could make things worse.

4. They have a Low Personal _____ for Change

- Some people just don't tolerate change well.
- Attitudes can be difficult to change once they've been learned.
- People may feel the need to "save face" because they may have developed or strongly supported the process, policy, or practice being changed.
- Pressure from co-workers can encourage people to resist change.