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Leading *Fearless* Change

Strategies for Facilitating Change Acceptance
in an Age of Uncertainty



with Jeff Russell



If the rate of change inside the organization is *less* than the rate of change *outside* the organization, the end is in sight.

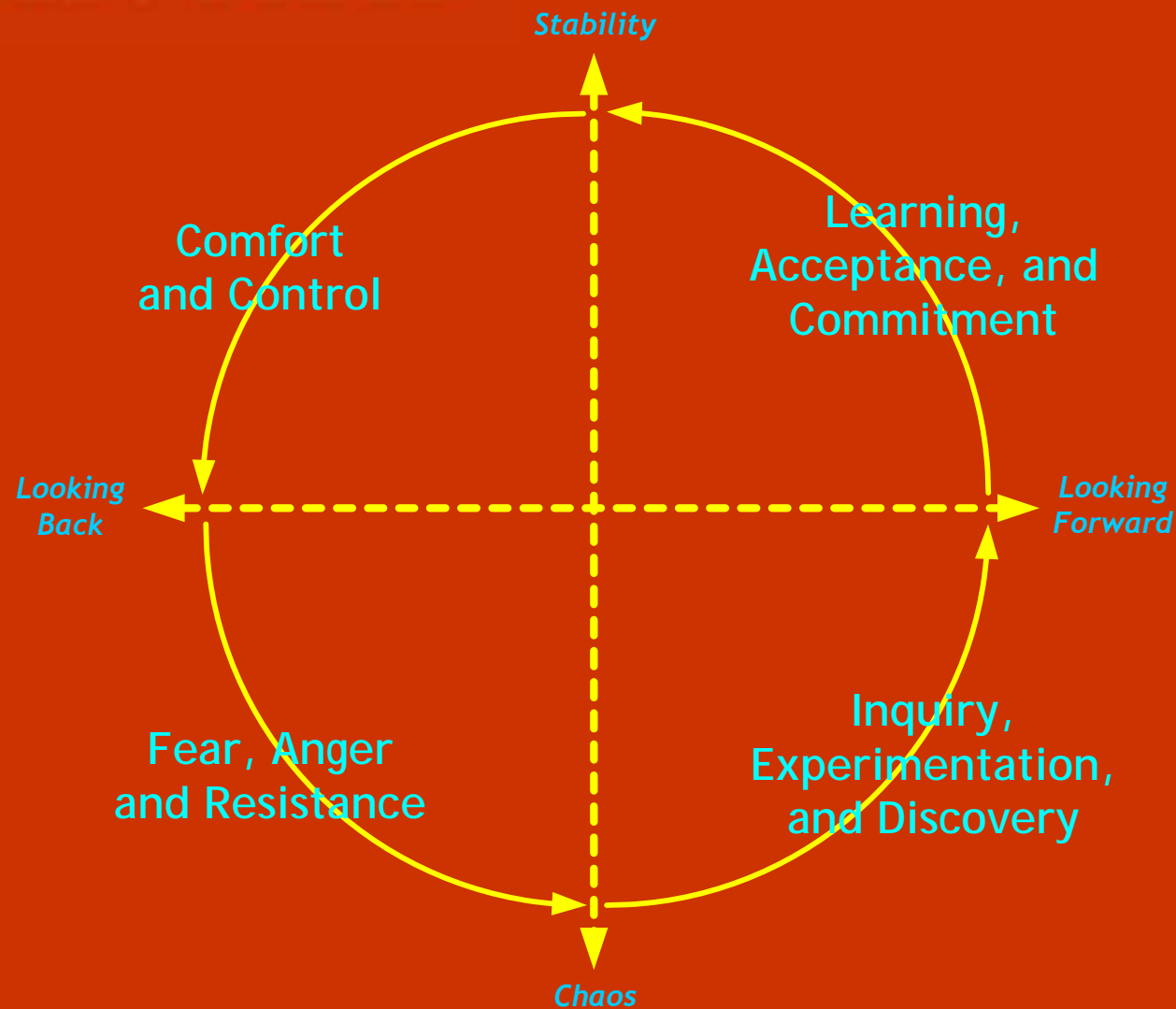
- ♦ Jack Welch, former CEO General Electric

Wisconsin Northwood's colors

The Forces Driving Change . . .



The Journey Through Change



Characteristics of Comfort and Control

- ◆ Comfortable
- ◆ Safe
- ◆ Everything's fine
- ◆ Happy
- ◆ Satisfied
- ◆ No problems
- ◆ Positive
- ◆ Rewarding
- ◆ In control
- ◆ I'm okay, you're okay!

People feel comfortable, safe, and in control. They are working hard — but often on the wrong things.

Characteristics of Fear, Anger, and Resistance

- ◆ Frustration
- ◆ Anger
- ◆ Fearful
- ◆ Betrayed
- ◆ Upset
- ◆ Confused
- ◆ Challenged
- ◆ Hostility
- ◆ Anxiety
- ◆ Self-doubt
- ◆ Lost
- ◆ Dazed

People feel frustrated, angry, and fearful about the change. Performance deteriorates.

Characteristics of Inquiry, Experimentation, and Discovery

- ◆ Confused
- ◆ Questioning
- ◆ Hopeful
- ◆ Opportunity
- ◆ Frustrated
- ◆ Disappointed
- ◆ Challenged
- ◆ Half-way there!
- ◆ Making progress
- ◆ Going in all directions at once!
- ◆ Searching for solutions
- ◆ Exciting!
- ◆ Innovation/creativity

People want to make the change work — on their terms as well as those of the organization — but they don't have clear answers.

Characteristics of Learning, Acceptance, and Commitment

- ◆ Now I know!
- ◆ Energized
- ◆ Success!
- ◆ We made it!
- ◆ Relief
- ◆ Wow!
- ◆ Self-confidence
- ◆ Satisfied
- ◆ Comfortable
- ◆ What's next?



People are focused upon and excited about the future. They begin working together to accomplish the change vision.

Actions for Comfort and Control

- ◆ Acknowledge their successful past.
- ◆ Get people's attention!
- ◆ Sell the need for change . . . sell the pain and the consequences of not changing.
- ◆ Immerse people in information about the change . . . customer complaints, budget data, increasing costs, competitive pressures.
- ◆ Let people know it will happen — one way or another!
- ◆ Give people time to let the ideas sink in.
- ◆ Don't sell the solutions . . . sell the problem!

Actions for Fear, Anger, and Resistance

- ◆ Co-create the vision — involve others in defining the future.
- ◆ Listen, listen, listen!
- ◆ Surface and acknowledge people's pain, perceived losses, anger, and anxieties about the change.
- ◆ Lead people toward addressing their perceived losses, fears, and anxieties.
- ◆ Tell people what you know — and what you DON'T know.
- ◆ Don't try to talk people out of their feelings.
- ◆ Guide others in exploring ways to solve the problems that they see with the change.
- ◆ Encourage discussion, dissent, disagreement, debate . . . keep people talking.

Actions for Inquiry, Experimentation, and Discovery

- ◆ Keep selling the vision and the purpose of the journey
- ◆ Give people as much freedom and direction as you can.
- ◆ Support others in finding their own solutions.
- ◆ Encourage others to take risks, try new things.
- ◆ Facilitate learning and insight from failures.
- ◆ Refine the change vision and strategy — make adjustments based upon what's working/what's not.
- ◆ Keep information flowing to prevent “stories” and assumptions.
- ◆ Encourage teamwork/collaboration.
- ◆ Provide people training and support.
- ◆ Encourage personal reflection and learning.
- ◆ Set short-term goals and celebrate little victories!

Actions for Learning, Acceptance, and Commitment

- ◆ Acknowledge their hard work.
- ◆ Celebrate successes and accomplishments.
- ◆ Acknowledge what people have left behind.
- ◆ Reaffirm the vision and the purpose of the journey.
- ◆ Bring people together around the vision.
- ◆ Develop long-term goals and plans.
- ◆ Provide tools and training to support new behaviors.
- ◆ Reinforce & reward the new behaviors and outcomes.
- ◆ Create systems/structures that reinforce new behaviors.
- ◆ Lay down the foundation for the next change: explore *“What’s next?” “What do you see on the horizon?”*

Embracing/Fleeing Change . . .

Change Driver/Barrier	People Embrace Change When . . .
Reason/Rational/Logic (appealing to the mind)	A rational cost/benefit analysis says: "It makes sense to do this."
Inspiration/Aspiration (appealing to the heart)	Their deeper hopes, dreams, values are activated and mobilized. "I'm excited! Let's make this happen!"
Fear/Blocking Emotions (addressing people's fears)	Their fears, anxieties, blocking emotions are reduced. "I feel better about this now."
Mindsets/Beliefs/Assumptions (speaking to people's deeper beliefs and values)	Their mindsets, beliefs, values, and assumptions are engaged/challenged and they see the need to adjust these to achieve goals. "I can see that I need to approach the future differently."
Politics/Power/Influence (helping people regain or maintain their influence)	Their base of power/influence is altered, their needs/interests shift, and they want to regain their power/influence. "The rules have changed and if I want to be a player I need to adjust . . ."



Do people fear
and resist change?

People don't fear or resist change as
much as they fear/resist **BEING** changed!

The Origins of *Fear* and Resistance

1. They fear losing something of value.
2. They lack trust those who lead or misunderstand motives.
3. They disagree on the merits of the change.
4. They have a low personal tolerance for change.



The PERCEIVED Losses . . .

1. Job Security
2. Psychological Comfort and Security
3. Control Over One's Future
4. Purpose/Meaning
5. Competence
6. Social Connections
7. Territory
8. Future Opportunities
9. Power
10. Social Status
11. Trust in Others
12. Independence and Autonomy

Which potential losses do the people in your organization have the most anxiety about?

Developing a *Fearless* Change Plan!

A *fearless* change plan addresses these questions:

1. Why should we change? [make the case]
2. What needs to change? [get specific]
3. How will we explain the change to internal and external stakeholders? [define impact]
4. What support is required and how will we acquire this support? [Who needs to be on board?]
5. Who is expected to do what by when? [How we'll make it happen]

Developing a *Fearless* Change Plan!

6. What is our communication/engagement strategy? [letting people know what to expect; meaningful involvement]
7. Who takes the lead role in managing the change process? [accountability for progress]
8. How will we measure results and outcomes of the change? [How will we know we're successful?]
9. What resources will be required? [Who's going to pay for and dedicate resources to this?]

We Value Resisters Because . . .



1. They clarify the problem.
2. They identify other problems that need to be solved first.
3. They force change leaders to think before they implement the change.
4. Their tough questions can strengthen and improve the change.
5. They let us know who opposes the change.
6. They slow down the change.
7. They may be right, it **IS** a dumb idea!



It is not the strongest of the species that survive, nor the most intelligent, but the most responsive to change.

— Charles Darwin

British naturalist

c. 1809-1882

The Burren, Ireland



Blessed are the flexible, for they
shall not be bent out of shape.

— Dr. Michael McGriffy

Thank You!!

Good luck with leading
fearless change!

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