Fearless Change

Strategies for Facilitating Change Acceptance in an Age of Uncertainty

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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

The Forces Driving Change . . .

External Forces Driving Change

- Economy
- Market niche
- Technology
- Demographic shifts
- Human/social needs and values
- Government policies, laws and regulations

Organizations Today

Internal Forces Driving Change

- Leadership and vision
- Performance challenges
- Workforce demographics
- Employee morale/satisfaction
- New ideas

The Journey Through Change

Stability

Comfort and Control

Learning, Acceptance, and Commitment

Looking Back

Looking Forward

Fear, Anger and Resistance

Inquiry, Experimentation, and Discovery

Chaos
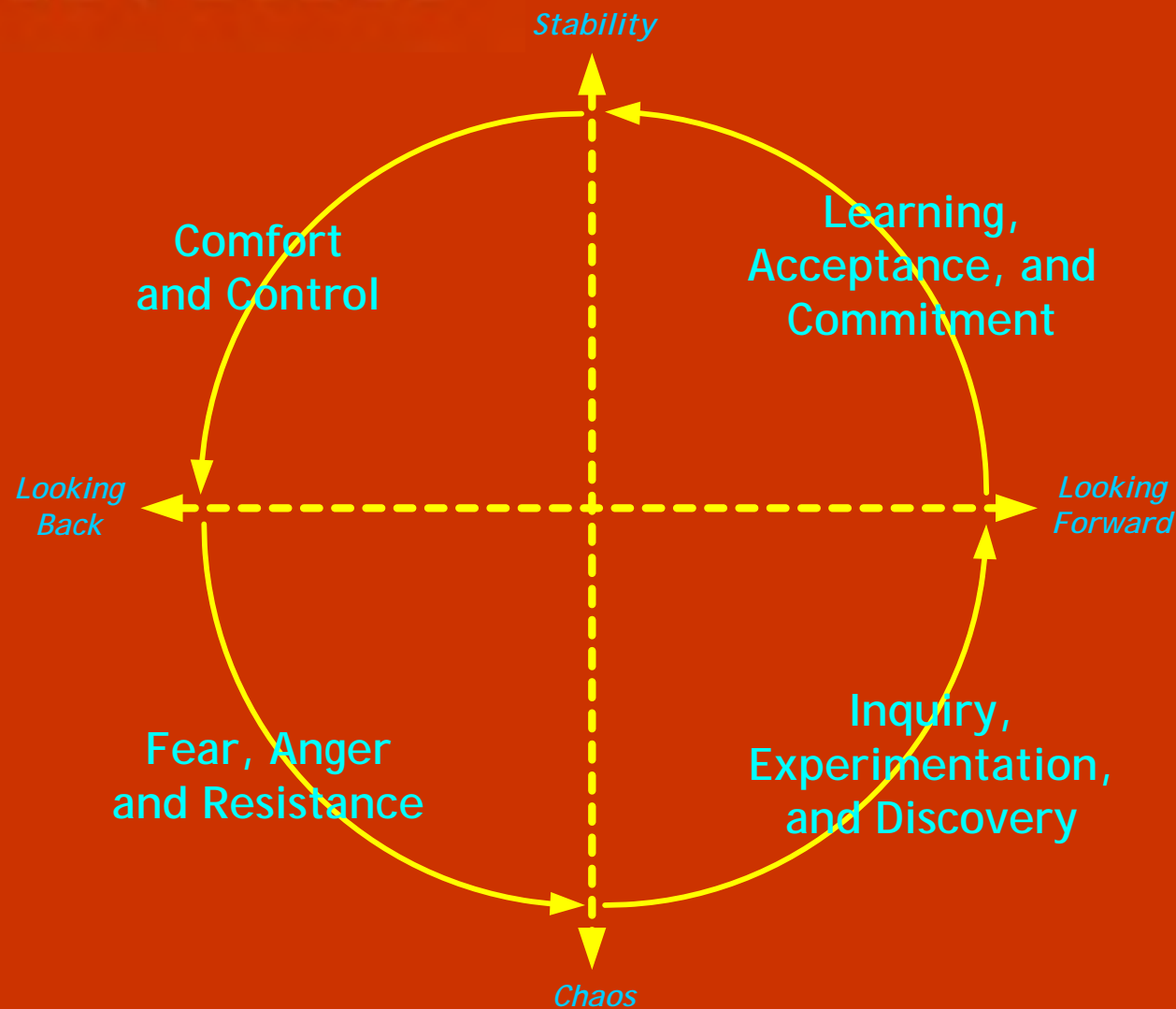
Characteristics of Comfort and Control

- 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 <u>not</u> 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 <u>problem</u>!

Actions for Fear, Anger, and Resistance

- Co-create the vision.
- Listen, listen, listen.
- Acknowledge people's pain, perceived losses, and anger.
- Strive to address their perceived losses.
- Tell people what you know — and what you **don't** know.
- Don't try to talk people out of their feelings.
- Discuss ways to *solve* the problems people see with the change.
- Encourage discussion, dissent, disagreement, debate . . . keep people talking.

Actions for Inquiry, Experimentation, and Discovery

- Give people freedom <u>and</u> direction.
- Give people permission to find their own solutions.
- Encourage people to take risks.
- Affirm and refine the vision — make room for others' ideas.
- Tell people as much as you know.
- Encourage teamwork and collaboration.
- Encourage personal reflection and learning.
- Provide people training and support.
- Set short-term goals – celebrate little victories!

Actions for Learning, Acceptance, and Commitment

- Acknowledge their hard work.
- Celebrate successes and accomplishments.
- Reaffirm the vision.
- Bring people together toward the vision.
- Acknowledge what people have left behind.
- Develop long-term goals and plans.
- Provide tools and training to reinforce new behaviors.
- Create systems and structures that reinforce new behaviors.
- Reward the new behaviors.
- Prepare people for the next change.

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 . . . "**

The Origins of *Fear* and Resistance

1. They fear <u>losing</u> something of value.

2. They lack <u>trust</u> those who lead or misunderstand motives.

3. They <u>disagree</u> on the merits of the change.

4. The have a low personal <u>tolerance</u> 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

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 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?]

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

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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