Helping Others Through Organizational Change:
For Managers and Human Resources

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SAMPLE
We’ll be discussing ways to:

- Share learnings gained from changes you’ve experienced in the past
- Recognize reactions to change and learn ways to positively manage them
- Think about ways to help ourselves and each other through change
- Keep your focus on maintaining positive business momentum
1. Theory of Transition: Emotional Reactions to Change (Bridges)
   • What stage are you/your direct reports

2. Change as “loss AND opportunity”

3. Change as a detour in life

4. Different behavioral preferences to change (DISC) = need for adaptive management and communication style

5. Being Proactive in Change
   • People & Tasks
   • Circles of influence and concern (Covey)

6. Communicating change
   • Different roles for different levels of Management
   • Methods (pros and cons)

7. Change Management and Emotions
   • EI
   • Reactions: Diagnosing and Managing “loss”, “denial”, “confusion”, “anger”

8. Tips on one-to-one communication during change & checklist
1. Theory of Transition

THE CHANGE PROCESS

ENDINGS ⟷ NEUTRAL ZONE ⟷ BEGINNINGS

<table>
<thead>
<tr>
<th>Endings</th>
<th>Neutral Zone</th>
<th>Beginnings</th>
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<tbody>
<tr>
<td>Recognizing what’s changing and what you are giving up</td>
<td>Recognizing you’re not where you were and you don’t know where you’re going</td>
<td>Starting to explore where you’re going to be</td>
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Feelings:
- Self-consciousness
- Loss of identity

Feelings:
- Discomfort/Confusion
- Frustration

Feelings:
- Discomfort/Fear
- Hope
Where are you and/or your co-workers, or direct reports in this process?

DENIAL
Shock
Refusal to consider potential impact

RESISTANCE
Loss, anger and hurt
Bargaining and depression

COMMITMENT
Planning for the future
Positive action

EXPLORATION
Understanding
Acceptance

*This model is taken from Cynthia Scott and Dennis Jaffe (Managing Personal Change, Crisp Publications, p. 31).
No matter how we feel about it, if we can’t change how things are, we have to find ways to move forward. Before you can move forward, you have to let go.

What does letting go mean?

1. Recognize what you had

2. Acknowledge that things are changing and won’t be the same

3. Allow yourself to feel the emotion (sad, happy, confused) about what’s changing

4. Manage the present by attending to day-to-day activities

5. Prepare yourself to move forward by taking steps to manage what you can manage
What might be changing for you and your co-workers at work?

What might be changing for you and your co-workers outside of work?

What might you and your co-workers need to let go of?

How will you feel about letting go of those things? How easy will letting go be?
2. Loss AND Opportunity

LEARNING FROM EXPERIENCE

Change has two faces: Loss And Opportunity

The loss related to changes that happen to the way things are now. How might these changes affect you? Example: the work that needs to be done

The opportunity related to discovering how things will benefit you in the future. How might these changes affect you? Example: learning new skills needed to do the work
LEARNING FROM EXPERIENCE

How is Change like a detour on a highway?

Detours usually require a change in direction. What’s the potential benefit?

With any change, or “detour”, it is important to pay attention to the “road signs”. What do you need to do to get where you want to go when you hit a detour?

Detours are part of life. So is change.

Your experience with life’s “detours” can help you look for the possibilities, find the potential opportunities, and make the change work for you.
So, what does our experience tell us about how to manage change?

During times of change it becomes even more important to attend to both People Issues, and Work Issues

• The People Issues - understanding your own and others’ reactions to change, and managing reactions, feelings, and relationships in a healthy manner. AND
• The Work Issues - identifying and focusing on the tasks that need to be done, objectives that need to be achieved, maintaining performance momentum, and serving your customers.
4. Perceptions of Change - DISC

**Thinking**
- Likes change for the sake of change.
- “Change is good and necessary.”
- “Things don’t progress without change.”
- As a “pioneer” seeks new ways of doing things.
- Is competitive; therefore wants to be the first.
- Often finds change exciting.
- “This is going to be fun!”
- Considers how others are affected by the change only to find reason for motivating them behind the change.
- Wants to remain popular and therefore looks for new ways of making oneself interesting in the eyes of others.

**Sensing**
- Does not want to make big changes, unless is in a new and unknown environment.
- “It is working fine, why change?”
- “How are we going to do this?”
- Looks for the most effective and known to be a way of change.
- May resist the change.
- Doesn’t want to lead the change alone.
- Looks for facts and information to help with the change.
- “Why do we need to change?”
- May be slow to change.
- Logical and systematic approach.
- Wants to test the effects of the change first.

**Intuition**
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**Feeling**
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**C**
- 27.0%

**D**
- 13.9%

**S**
- 26.6%

**I**
- 32.5%
5. Being Proactive – People & Tasks

What are some Helpful “People-Oriented” Behaviors to focus on during change?
Example: Listening, asking questions…..what else???

What are some Helpful “Work-Oriented” Behaviors to focus on during change?
Example: Staying focused on what needs to be done, taking initiative…..what else???
Coping With Change

What is your Circle of Influence?

Take 5 minutes - list the change issues at work that you can control under the “Circle of Influence”. Then list those change issues beyond your control under the “Circle of Concern”.

Circle of Concern:

Change Issues Beyond My Control

E.g., knowing what my job will be like after the change

Circle of Influence:

Change Issues I Can Control

Example: Learning and applying stress management techniques

Adapted from S. Covey, 7 Habits of Highly Effective People, 1989
6. Communicating Change - Roles

Different Roles for Level of Manager

**Awareness**
- newsletter
- video
- e-mail

**Understanding**
- large group presentations
- video conferencing
- training seminars

**Commitment**
- team meetings
- feedback
- one-on-ones
  - “High Touch (light)”

**Action**
- behavior supports words
- updates
- team problem-solving
  - “High touch (frequent)”

Adapted from B. Quarke, *Communicating Corporate Change*, 1996
6. Communicating Change - Methods

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<th>ONE WAY</th>
<th>TWO WAY</th>
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Summary

Making Change Work For You

The more we can take action and support each other to manage people and work issues, the more we can expand our circle of influence with change issues and make this change work for us.
7. Emotions and Change Mgt. - EI

- Technical Skills
- Cognitive Skills
- Emotional Intelligence

"...emotional intelligence proved to be twice as important as the other skills for jobs at all levels."

—Daniel Goleman
Harvard Business Review
Emotional Intelligence Defined

To move
Toward our goals
Toward higher level of performance
Post-transformation extraordinary performance……
The ‘primitive’ emotional part of the brain reacts 80,000x faster than the cognitive (rational, thinking) part.
“Reason without emotion is neurologically impossible”

—Dr. Antonio Damasio
Neuroscientist, College of Medicine,
University of Iowa
1. Emotional Recognition & Expression
2. Understanding Emotions
4. Emotional Management
5. Emotional Control
7. Emotions and Change Mgt. - Reactions

Understanding Reactions to Stress

- Alarm Fight or Flight!! Hormones, (face flush, perspiration, tensing of muscles), adrenalin-
- Resistance: body tries to repair damage caused by stress
- Exhaustion (ill health, absenteeism etc.)
7. Emotions and Change Mgt. - Reactions

Helping Yourself and Others to Handle Stress

• Try physical exercise
• Share concerns, feelings with others
• Know your limits
• Take care of yourself (e.g. diet)
• Make time to have fun (entertainment, hobbies)
• Be a participant - get more involved
• Create a comfortable environment (quiet)
• BREATHE!
7. Emotions and Change Mgt. - Reactions

How do I identify Denial?

- Tendency to focus on self protection and avoid “pain”
- Hearing “no problem”
- Loss of interest and initiative
- Perhaps conscious decision to do nothing
- Just doing the time/working the hours

- How to Resolve: Need to be engaged and drawn out
7. Emotions and Change Mgt. - Reactions

How do I Identify Loss?

- Tendency to focus on the past and a loss of identity
- Hearing “I used to be somebody” or “it’ll never work"
- Identifying strongly with someone who has left
- Loss of sense of belonging (‘normlessness’)
- Just doing the time/working the hours

- How to Resolve: Need to identify and create a vision or “bridge” between old and new
7. Emotions and Change Mgt. - Reactions

How do I Handle Confusion?

- Focus on certainty and activity (short term goals)
- Clarify where I “fit in”
- Listen out to statements like “I’d better do so…”
- Encourage spending energy on “what” not “how”
- Over-communicate! Provide information

- How to Resolve: In summary, assist with a plan or strategy and help to set priorities
7. Emotions and Change Mgt. - Reactions

Communication around Denial, Loss or Confusion

- Depending on the reaction, balance between big picture and detail. We can select what we hear to suit our needs (unconscious & conscious).
- >90% of interpersonal communication is non-verbal. Behavior, mannerisms, posture and eye contact may conflict with your positive words - the former win!
- Over-communicate
- Allow for plenty of clarification, to manage it
- Show you care - be “authentic”
7. Emotions and Change Mgt. - Reactions

Communication around Denial, Loss or Confusion

Foundation of Good Communication is TRUST

TRUST is..........

1. Empathy
2. Unconditional positive regard
3. Common interest (personal co-
7. Emotions and Change Mgt. - Reactions

How do I Identify Anger?

- Focus on bitterness and justification
- Listen out to statements like “Over my dead body” and “I won’t let this”
- Seeks to enlist support of others
- Sense of powerlessness
- BE AWARE this may be a smokescreen for denial, confusion or loss!

- How to resolve: Try to identify if loss, denial, or confusion is cause and apply appropriate action. Get feelings in the open, move through them - stop the spread
What is Anger?

- First “emotion” we experience (4 months)
- A reaction to distress, or expectation not met
- We perceive threat from object/person/event
- We apply our assumptions to the threat to identify and classify (danger?)
- We conduct a “Power Assessment” (can I overcome or am I impotent?)
- Sense of impotency and frustration leads to anger
7. Emotions and Change Mgt. - Reactions

What is Anger?

- Expressing Anger & Displacement
- Physiological (blood pressure, muscles tense)
- Psychological (projected outward: in traffic jams to drivers, at spouse, colleagues) Leads to perceiving whole environment/world as hostile and responses include attacking behavior
- Psychological (projected inward: guilt, self-blame, incompetence, helplessness, can lead to self-destructive behavior)
Dealing with Anger

Anger is not an interpersonal event, but person - self generated

So, “how to break the cycle”:

Assuming we can’t all be so self secure that nothing is perceived as a threat

- 1 Ownership (this is anger and it is mine and inside me)
- 2 Calibrate the response (disagreement, annoyance, irritation, or fury)
- 3 Ask why am I frightened by the perceived threat? (Often simply a difference in values, opinion, upbringing, behavioral styles)
- 4 Share the perceived threat (the real reason that is) = diffuses and get feedback
- 5 Forgiveness: of ourselves and others, opens up ways to future healthy interaction with others = sense of personal power
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7. Emotions and Change Mgt. - Reactions

Dealing with Another Person’s Anger

Doing Nothing =
- Anger won’t go away
- It can grow

If indirectly managing =
- polarization
- passivity
- name-calling
- blame

If managed =
- new learning
- self-strengthening
- can improve interpersonal functioning/management & leadership skills

Huxley (1963), Jones & Banet (1976)
8. Tips on Communication in Change

• First, get clear on your communication objective
• Then, deliver the communication. Gather feedback throughout the process.
• Finally, use an assessment process to determine if your communication is effective and producing the desired results
• When it’s important, say it six to nine times
• Ensure communication is two-way
• Make it timely and consistent
• Vary the medium
• People trust behaviour over words
• Understanding is more important than agreement
• Listening is twice as important as talking
• Tell the truth: good news and bad
• People usually complain after they become creative
8. Tips on Communication - Checklist

1. When you can’t tell people **what**, tell them **how** the **what** is going to be determined and **when**
2. When you run into a delay, explain
3. Tell them what you are doing about the problems causing the delay
4. Tell them what you wish you could tell them
5. Tell them you know that it is a difficult time for them
6. Tell them that you hope that they will hang in there
7. Don’t tell them “trust us”
8. Don’t tell them to “be loyal”
9. Don’t tell them to “stop complaining”
10. -- And when in doubt, just keep communicating
Review

We discussed ways to:

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Review

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