

HANDLING CHANGE

WHEN THERE ARE HUMANS ARE INVOLVED



THE “NEW NORMAL”
CHANGE IS THE STATUS QUO
LACK OF CONTROL IS EXPECTED

C H A N G E

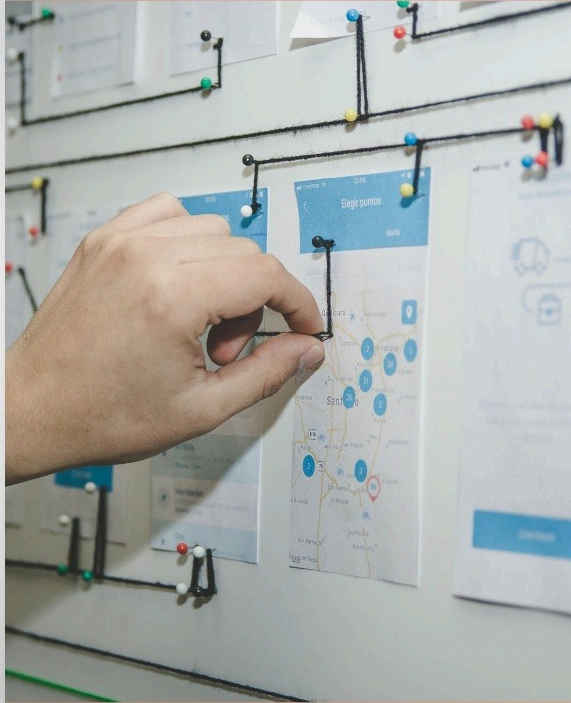
TOPICS

- 1 Stages of change**
- 2 Understand human response to change**
- 3 Motivating your team through change**

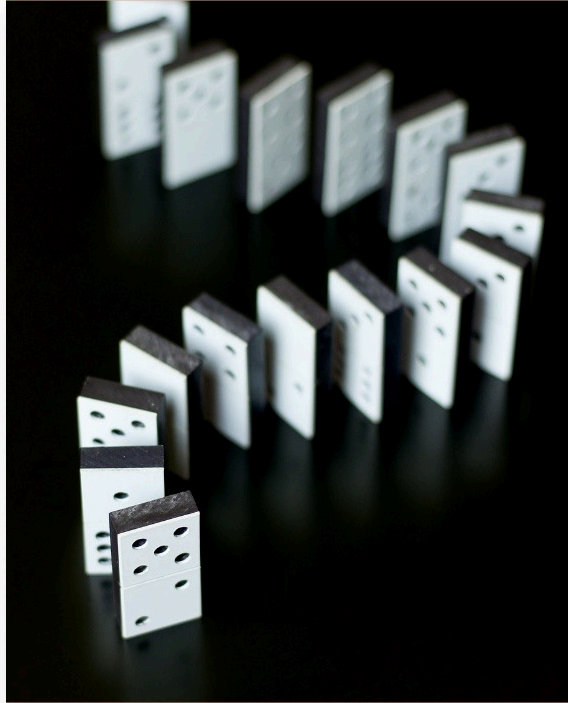
Section 1

STAGES OF CHANGE

TYPES OF CHANGE



Planned or Developmental Change



Responsive Change



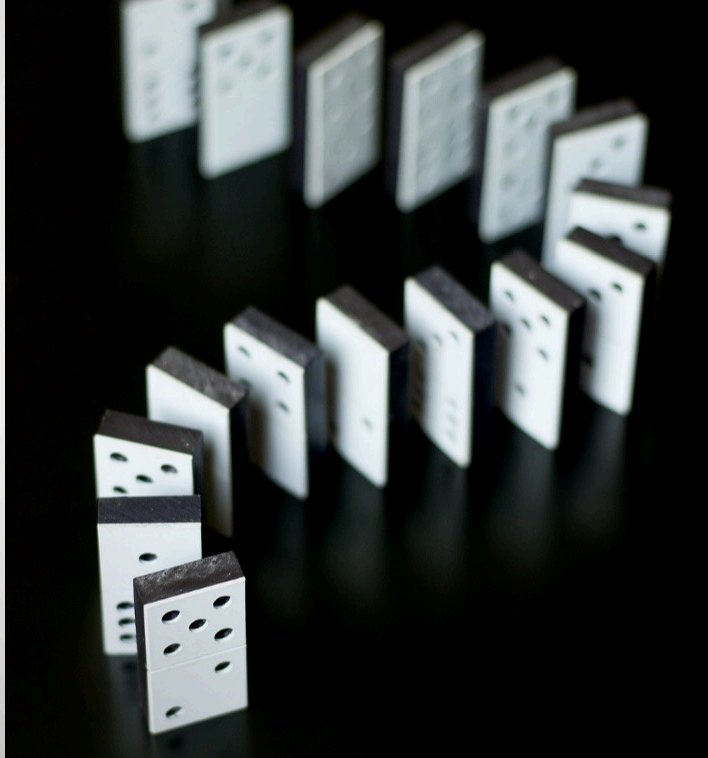
Reactive change

REACTIVE CHANGE



- Unpredictable
- External
- Example: The Pandemic

RESPONSIVE CHANGE



- **Can often be anticipated**
- **External**
- **Examples**
 - Regulatory change
 - Action by a competitor
 - Funding change

PLANNED CHANGE



- **Scheduled or proactive**
- **Internal**
- **Incremental or “rip off the bandage”**

Examples

Personnel
change

Procedural
change

Technology
change

Section 2

UNDERSTANDING HUMAN RESPONSE



**PEOPLE ARE NOT
INTENTIONALLY DIFFICULT**

(Most of the time)

A close-up photograph showing several hands holding and displaying a variety of LEGO minifigures. The figures are in different poses and outfits, including a police officer with a top hat, a construction worker, a person with a bow, and others. The background is blurred, focusing attention on the figures and the hands holding them.

ARCHETYPES IN CHANGE

3 Types of Difficult Coworkers and How to Work with Them

Amy Gallo, Harvard Business Review, May 30, 2023

THE PESSIMIST



- Motivated by **anxiety**, a desire for **power**, or **resentment** for how they've been treated in the past.
- Might have legitimate reasons for being negative
- Negative attitudes can be contagious

THE PASSIVE-AGGRESSIVE



- Not forthcoming about what they're truly thinking
- Use indirect methods to express thoughts and feelings
- Driven by the **fear of failure or rejection**, a **desire to avoid conflict**, or a **feeling of powerlessness**

THE KNOW-IT-ALL



- Confidence without competence
- Ignores feedback, acts condescendingly, and takes credit for group successes
- Triggered by **feelings of insecurity** or **encouraged by corporate norms**

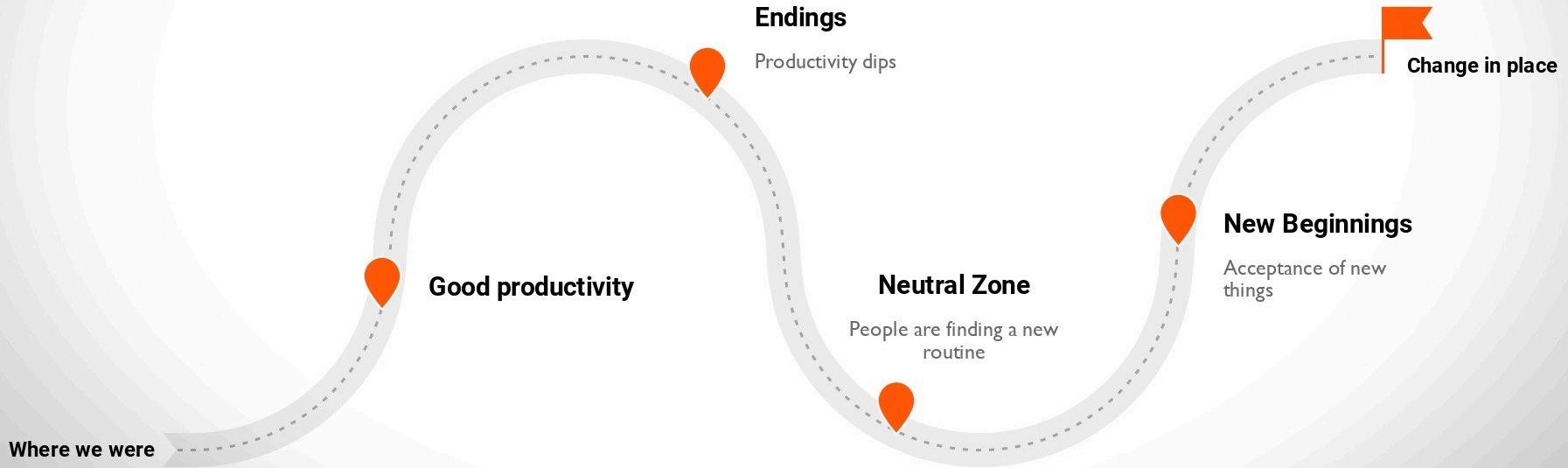
Section 3

MOTIVATING THROUGH CHANGE

**HOW IMPORTANT IS
THIS CHANGE TO YOU?**

PRODUCTIVITY WILL DROP

Goal is to minimize the neutral zone



HELPING PEOPLE THROUGH CHANGE



GUIDING YOUR TEAM



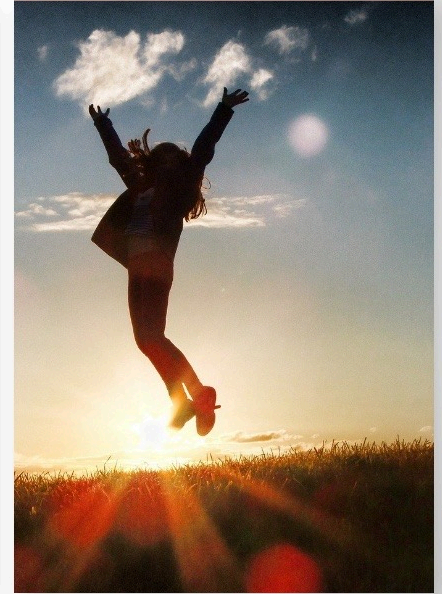
Identify their perspective



Listen empathically and communicate



Give feedback and focus on quick wins



Focus on big goals and reward your team

MANAGING THE PESSIMIST



- Acknowledge their complaints
- Ask them to be constructive
- Agree to team norms
- Allow them to be "devil's advocate"

WHAT TO SAY TO THE PESSIMIST



- “What would need to be true for us to succeed?”
- “If you’re unhappy with (person, leader, project), let’s discuss what steps you can take to change the situation.”
- “You’re good at identifying the downsides. What might we be missing here?”



**“GUARDIANS SEE
WHAT NEEDS TO
BE PROTECTED...**

**WHO ELSE WILL
ASK THE HARD
QUESTIONS?**

**GUARDIANS KEEP
US HONEST IN THE
FACE OF SELF-
DELUSION OR
BLIND SPOTS.”**

ELIZABETH DOTY, US V. THEM: REFRAMING RESISTANCE TO
CHANGE

MANAGING THE PASSIVE-AGGRESSIVE



- Focus on the message, not the behavior
- Create a safe environment

WHAT TO SAY TO THE PASSIVE-AGGRESSIVE



- “I heard you say [quick summary] but I wasn’t sure if you meant something else. Is there something I’m not understanding?”
- “I’ve noticed that you haven’t been responding to... Is there something wrong? I don’t mean to pry but just want to be sure everything’s OK.”

MANAGING THE KNOW-IT-ALL



- Ask for facts
- Model humility

WHAT TO SAY TO THE KNOW-IT-ALL



- “I’d appreciate it if you would respect that I know what I’m doing. I value your input and I’ll definitely ask for it when I need it.”
- “Interruptions break my concentration, so I’d appreciate it if you’d let me finish my thoughts before jumping in.”
- “Tell me about where your insights are coming from.”

IDENTIFY THEIR FEARS AND ACKNOWLEDGE



Lack of knowledge

Embarrassment

Failure

Personal exposure

TRY TO UNDERSTAND WHAT DRIVES THEM



Routine?

**Identity with their
current expertise?**

Peer group?

Less work?

More work?

GUIDING YOUR TEAM



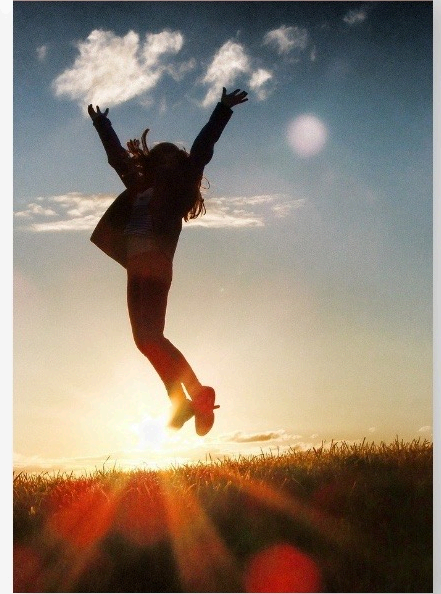
Identify their perspective



Listen empathically and communicate



Give feedback and focus on quick wins



Focus on big goals and reward your team

**PROVIDE A SOLUTION THAT
MAKES THEM LOOK
COMPETENT AND SUCCESSFUL**



HAVE AN ALTERNATE ROUTE



Must do

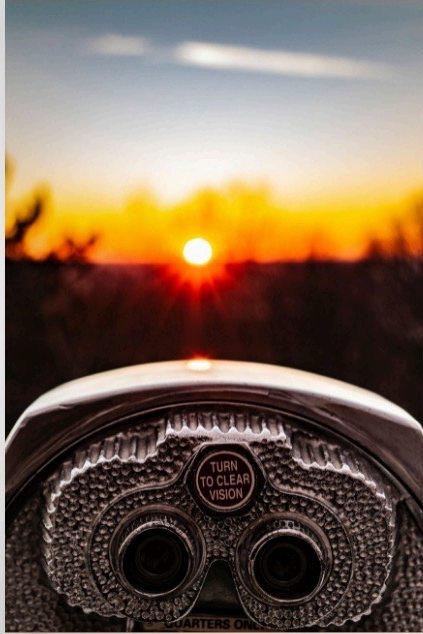
Should do

Nice to do

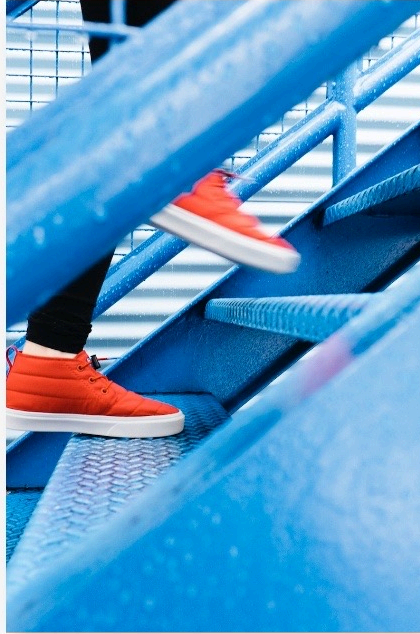
Summary

PUTTING IT TOGETHER

POSITIVE CHANGE PROCESS



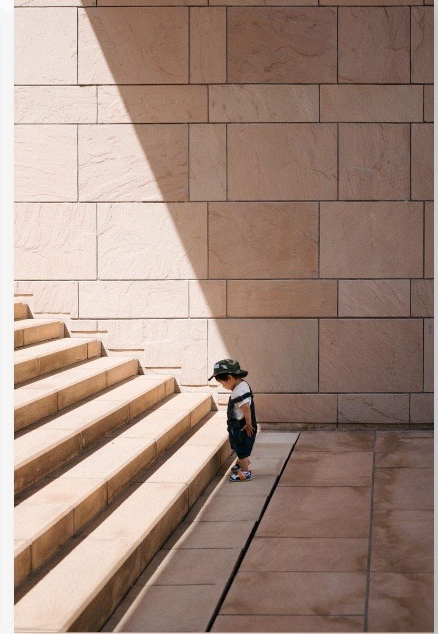
**Define and communicate
vision for change**



**Establish clear steps,
milestones and
responsibilities**



**Identify and address
needs for additional
training and tools**



**Understand the human
element**



LOADING

**“The key to everything
is patience.**

**You get the chicken by
hatching the egg, not
smashing it.”**

Arnold H. Glasow





ALICE FERRIS MBA, CFRE, ACFRE

Partner, GoalBusters Consulting

@ alice.ferris@goalbusters.net

+1 888-883-2690

goalbusters.net

aliceferris

aliceferris

linkedin.com/in/aliceferris/