

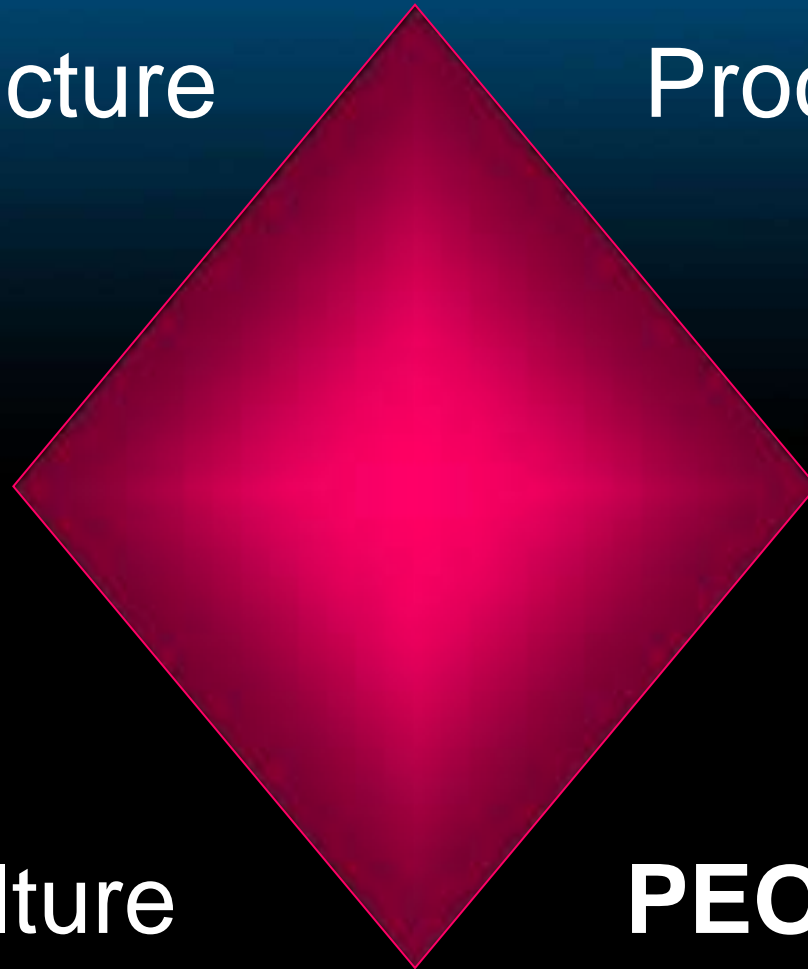


# The Impact of “CHANGE”

# The Elements of Change

Structure

Process



Culture

**PEOPLE**

**Paying attention to the impact change has on employees is critical, as they are the first line of contact with your customers. Employee attitudes and behaviors concerning any change will impact your customers.**

## **Beliefs – Attitudes – Behavior – Outcome**

### **OBJECTIVES:**

- To understand that we are personally impacted by change
- To view approaches to managing/leading employees during change

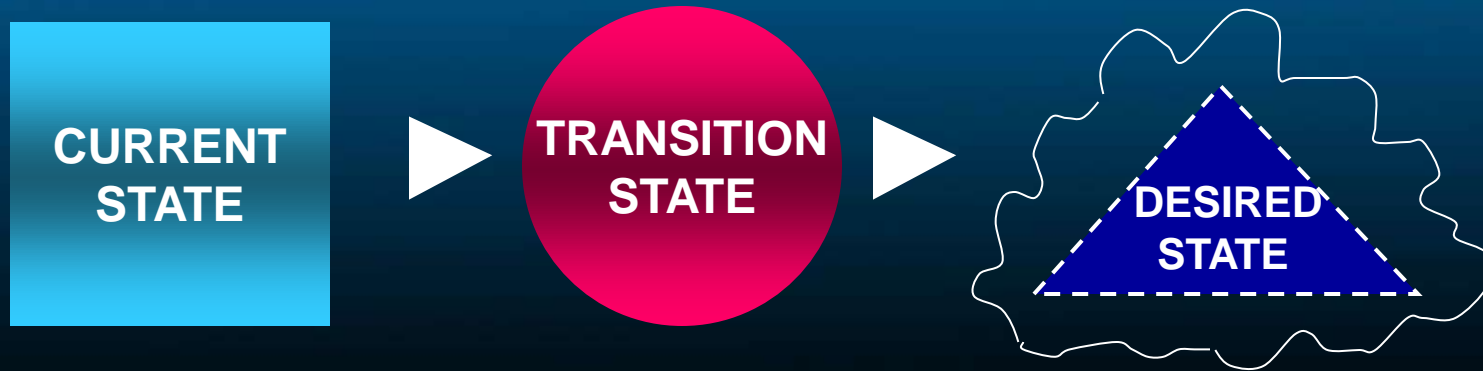


# Forces Driving Business Change:

- **Customer Expectations:** What do customers expect today they didn't 5 or 10 years ago?
- **Similar Facilities/Businesses:** Who are they and what are they doing?
- **Time Compression:** How are time limitations impacting our relationship with customers?
- **Employee Expectations:** Do we know what they are?
- **Offerings:** Is there something that distinguishes us? What makes us different?
- **Regulatory Requirements:** Are we keeping up?
- **Bottom-line Focus:** What are the expectations of management/shareholders?
- **Change Driven by Corporate:** What are the changes we are facing in FY2017?

Let's examine  
the change  
process....

# Change in Structure, Process, Culture...



# Change in People...



“It isn’t the change that will do you in, it’s the transitions...”

# Working through Personal Transitions

**Transition:** “A psychological process people go through to come to terms with a new situation”



# Working through Personal Transitions

**Endings:** Transitions start with leaving the old situation behind.

**Neutral Zone:** The in between state where we live with ambiguity.

**Beginnings:** Being introduced to the future.



# How We React to Change:

Moving Towards  
Understanding or  
Resistance.

**Handle**



**Wheel**

# When confronted with change, our 1<sup>st</sup> impulse is:

## To be the observer critic/judge

- Focus on defects and problems
- Identify barriers...why it won't work!
- Shoot holes in the idea(s)
- Listen in order to criticize and judge
- Nitpick

# We Need to Be:

## A Participant-Supporter-Coach

- Focus on desired results
- Identify the value of the change
- Listen to understand and discuss
- Find ways to contribute
- Help others understand and contribute

# Your Reaction to Change Inventory

**Adjust**

**Different**

**Opportunity**

**Alter**

**Disruption**

**Rebirth**

**Ambiguity**

**Exciting**

**Replace**

**Anxiety**

**Fear**

**Revise**

**Better**

**Fun**

**Stress**

**Challenging**

**Grow**

**Transfer**

**Chance**

**Improve**

**Transition**

**Concern**

**Learn**

**Uncertainty**

**Death**

**Modify**

**Upheaval**

**Deteriorate**

**New**

**Vary**



# Your Reaction to Change Inventory

**Adjust 0**

**Ambiguity -10**

**Opportunity +10**

**Alter 0**

**Disruption -10**

**Rebirth +10**

**Different 0**

**Stress -10**

**Better +10**

**Modify 0**

**Fear -10**

**Challenging +10**

**Replace 0**

**Concern -10**

**Exciting +10**

**Revise 0**

**Death -10**

**Fun +10**

**Chance 0**

**Uncertainty -10**

**Grow +10**

**Transfer 0**

**Upheaval -10**

**Improve +10**

**Transition 0**

**Anxiety -10**

**Learn +10**

**Vary 0**

**Deteriorate -10**

**New +10**

# Resistance to Change

# Emotional Responses to Change

**Blame**

**Shock**

**Withdrawal**

**Denial**

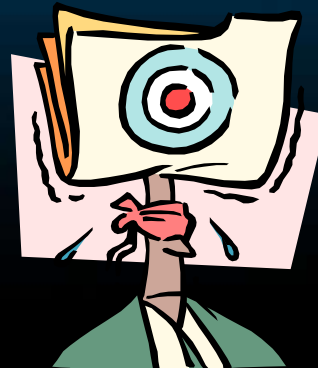
**Embracing  
the Present**

**Isolation**

**Anger**

**Regression**

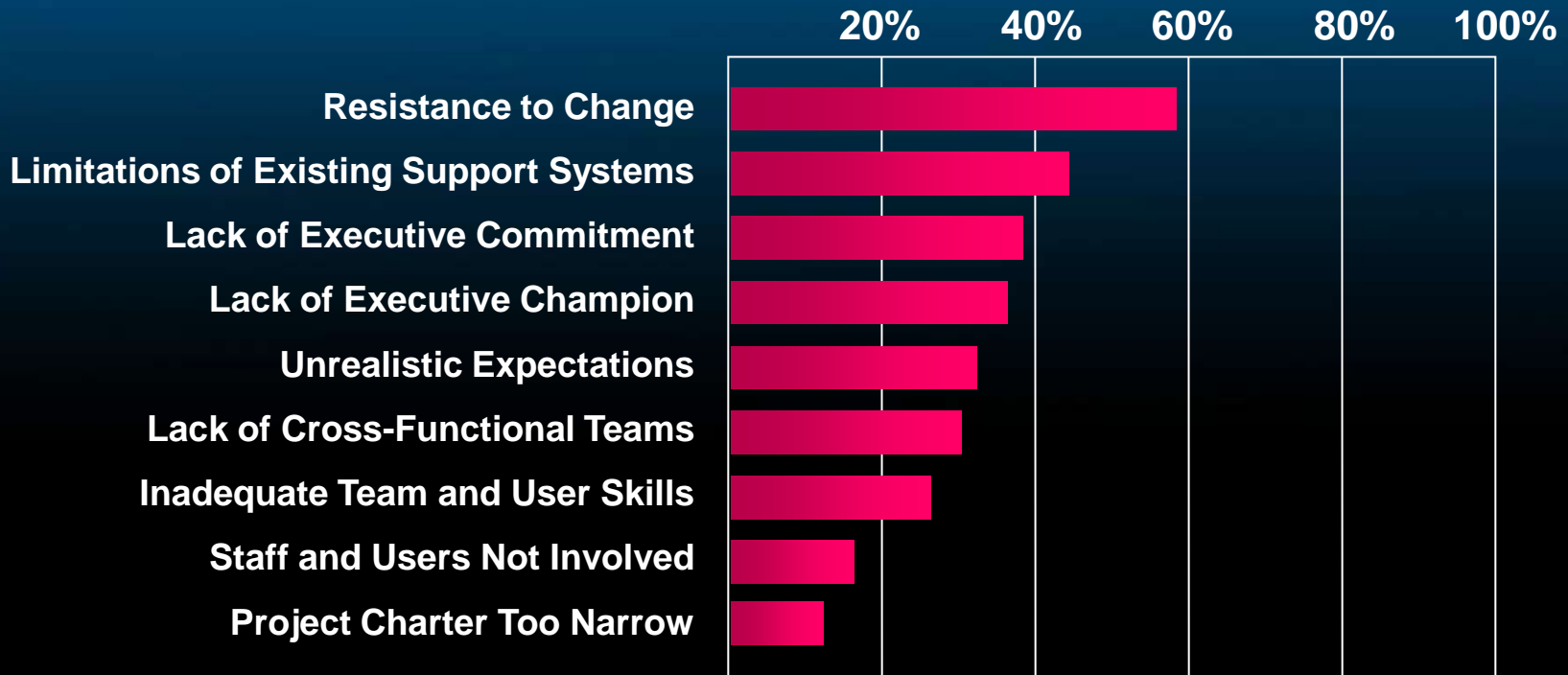
**Seeking Justice**



# Emotional Responses to Change

- **Denial** Refusing to face reality
- **Regression** Retreating to easier behaviors/expectations
- **Fixation** Being involved in self-defeating behaviors
- **Withdrawal** Apathy or resignation
- **Projection** Attributing own faults to others
- **Blame** The environment is the problem
- **Embracing the Present** Praising the status quo to criticize the vision
- **Seeking Justice** Seeking retribution for loss/hurt
- **Anger** You're messing with my flow!

# Why Change Initiatives Fail



# The Burning Platform

People have to make a choice about change:  
**They either choose to change or choose to resist.**

**How high do the flames have to get before people stop resisting and decide to change?**



# Employee Resistance Analysis

## CAN'T & WILL

- Recognizes importance of change
- Actively supports the change program
- Believes in the program as a good thing without necessarily seeing the big picture
- Doesn't have the skills/behaviors required for the Future State

Employee: \_\_\_\_\_

**COACH** → **TRAIN**

## CAN & WILL

- Sees change as a process not an event
- Focuses on end goals and means to achieve
- Recognizes how change will impact on the bottom line
- Active enthusiast for the change; enthuses others

Employee: \_\_\_\_\_

**EMPOWER** → **PROMOTE**

## CAN'T & WON'T

- Does not recognize the need to change
- Shows no support for the change program
- Does not want to change
- Doesn't have the skills/behaviors required for the future state

Employee: \_\_\_\_\_

**DISMISS** → **RELOCATE**

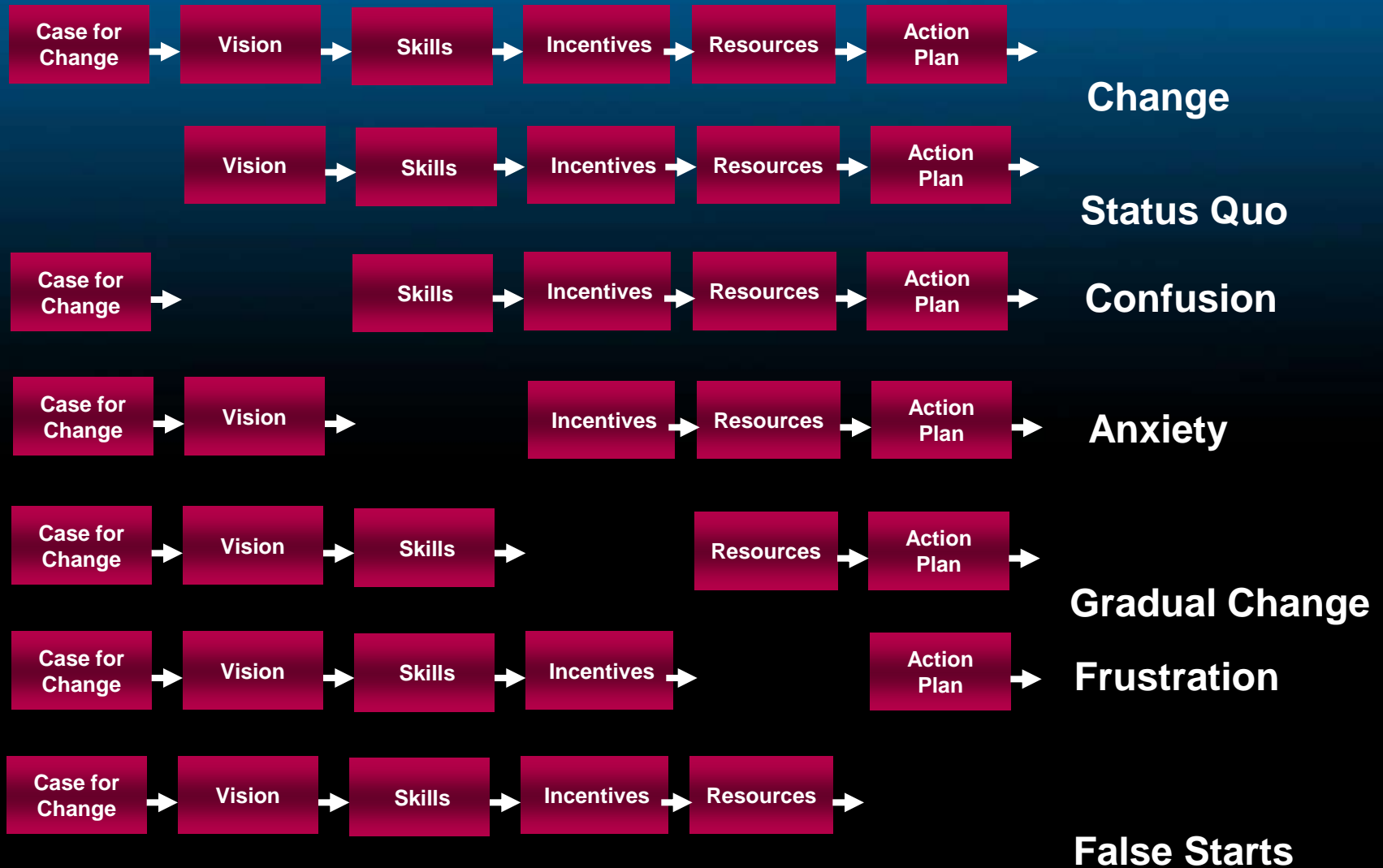
## CAN & WON'T

- Doubts own ability to be successful in new state
- Does not understand their role in the future state
- Understands the need- disagrees with extent of change
- Resists change due to peer pressure

Employee: \_\_\_\_\_

**COUNSEL** → **NEGOTIATE**

# Managing Change



# Next Steps:

1. Manage the Change process and tools.
2. Development/Training for facilities' staff.
3. Help staff respond to any questions about change.

# What Are **Your** Next Steps?

Will you develop a **plan of action** to utilize this information when you get back the office?

What actions are you going to take to prepare **yourself** for the changes that are taking place in your organization?

What actions are you going to take to **implement the concepts** you learned at this luncheon?

# Questions Comments Answers