



MANAGING YOURSELF THROUGH CHANGE

House Rules:

(this is simple, matter of professional courtesy stuff...)

Be on time.

Put your phone on silent.

Turn your video on for each session.

Participate as fully as you can.

Keep everything said - confidential.

Today's Schedule:

SYD / MELB	SESSION
10am - 10.45am	Why We Fear Change The Change Curve
10.45am - 11am	<i>Morning Tea Break</i>
11am - 12.00pm	Emotions & Change Skills For Change
12pm - 12.30pm	<i>Lunch Break</i>
12.30pm - 1.45pm	Factors Affecting Change 6 Levels & Needs
1.45pm - 2pm	<i>Afternoon Tea Break</i>
2pm - 3pm	Motivation & Change Summary Of Skills

When things change
I will be happy.

When things change
MYTH
I will be happy.

When things change
MYTH
I will be happy.

When I am happy,
things will change.

When things change
I will be happy.
MYTH

When I am happy,
things will change.
REALITY

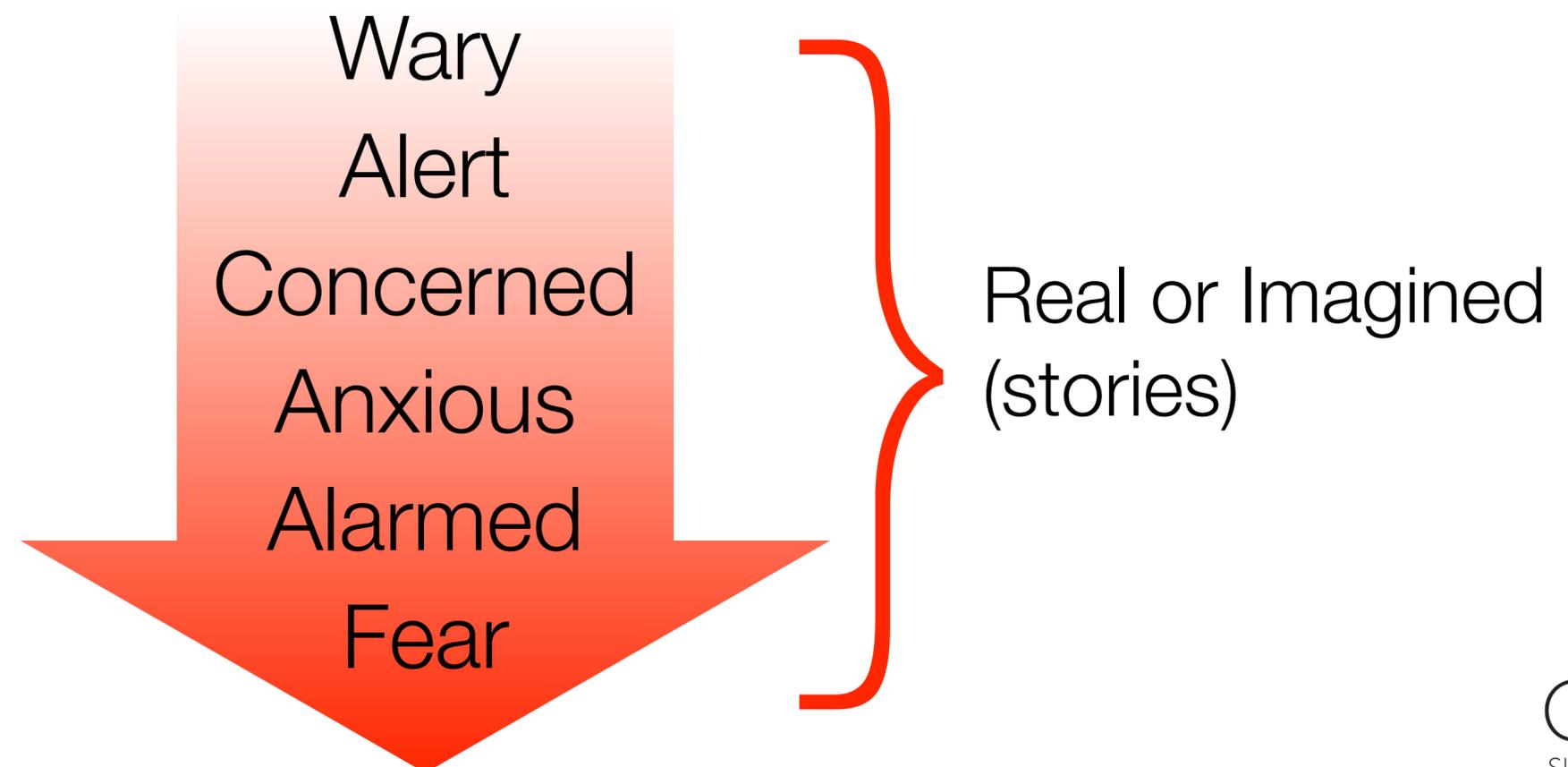
WE FEAR CHANGE

We fear change because we can't anticipate the outcome.

This is important because...

...we need to spot the negative - it may **be fatal**.

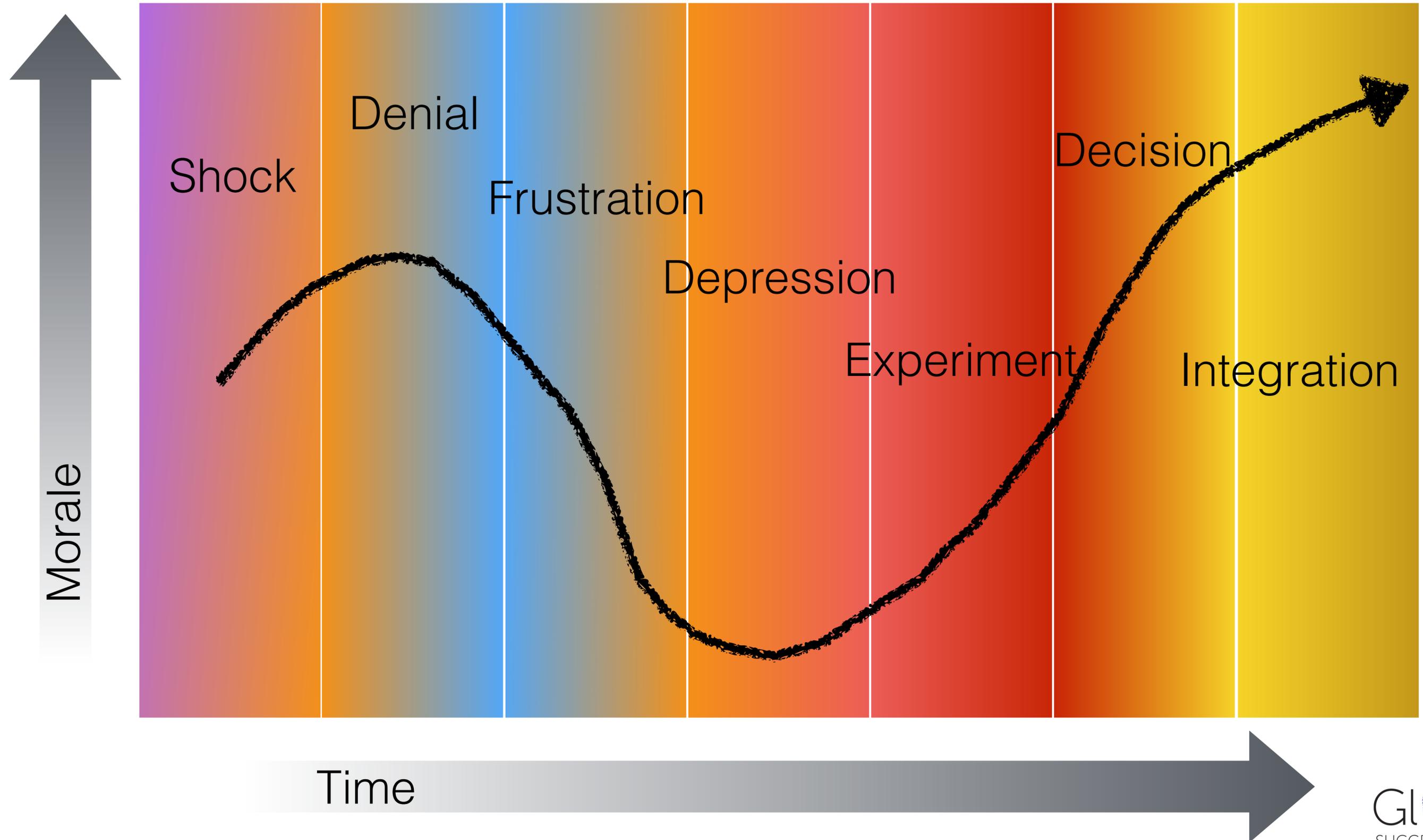
We prefer a 'handle-able' negative to uncertainty.



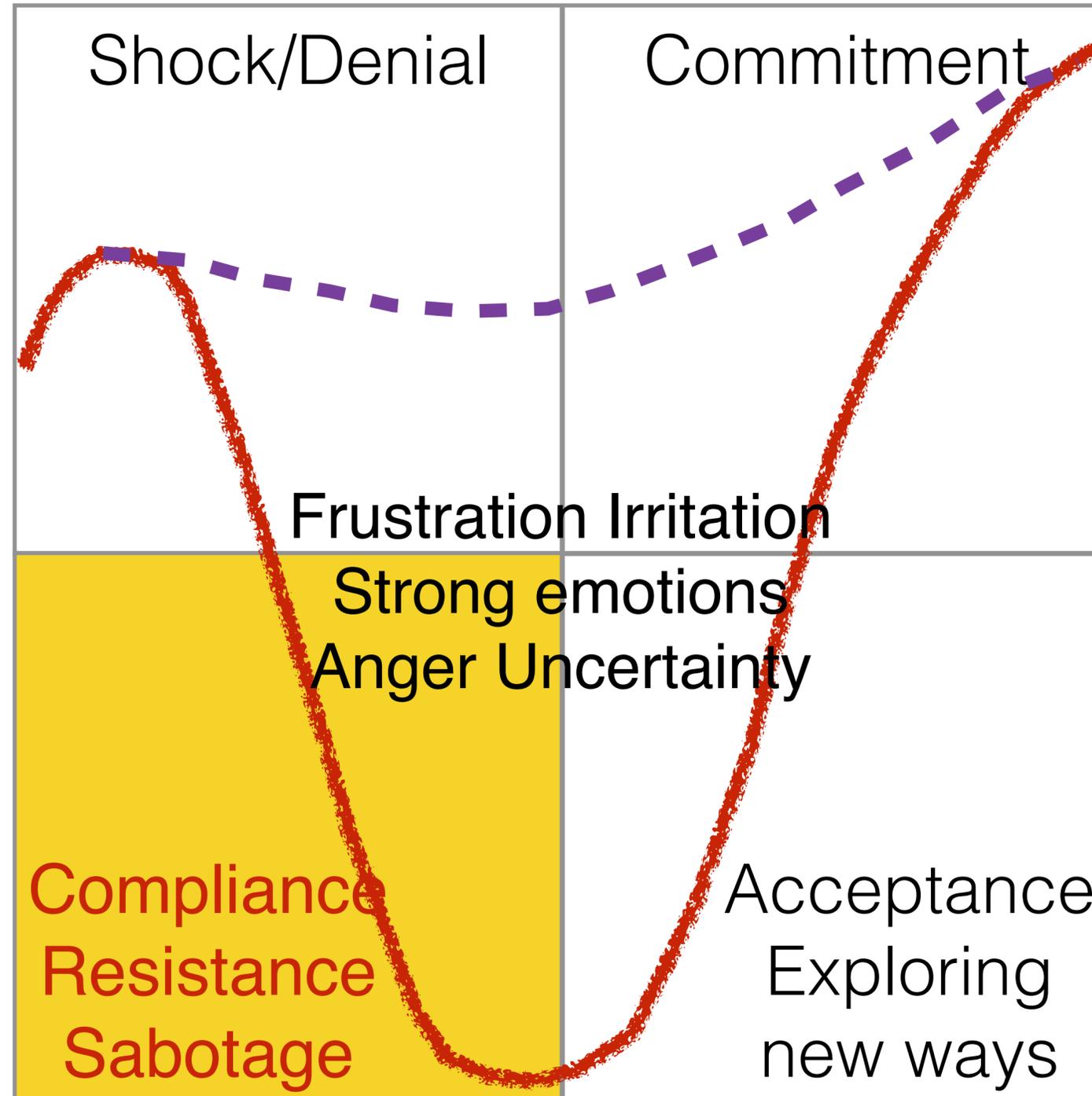
One day or day one?

YOU DECIDE

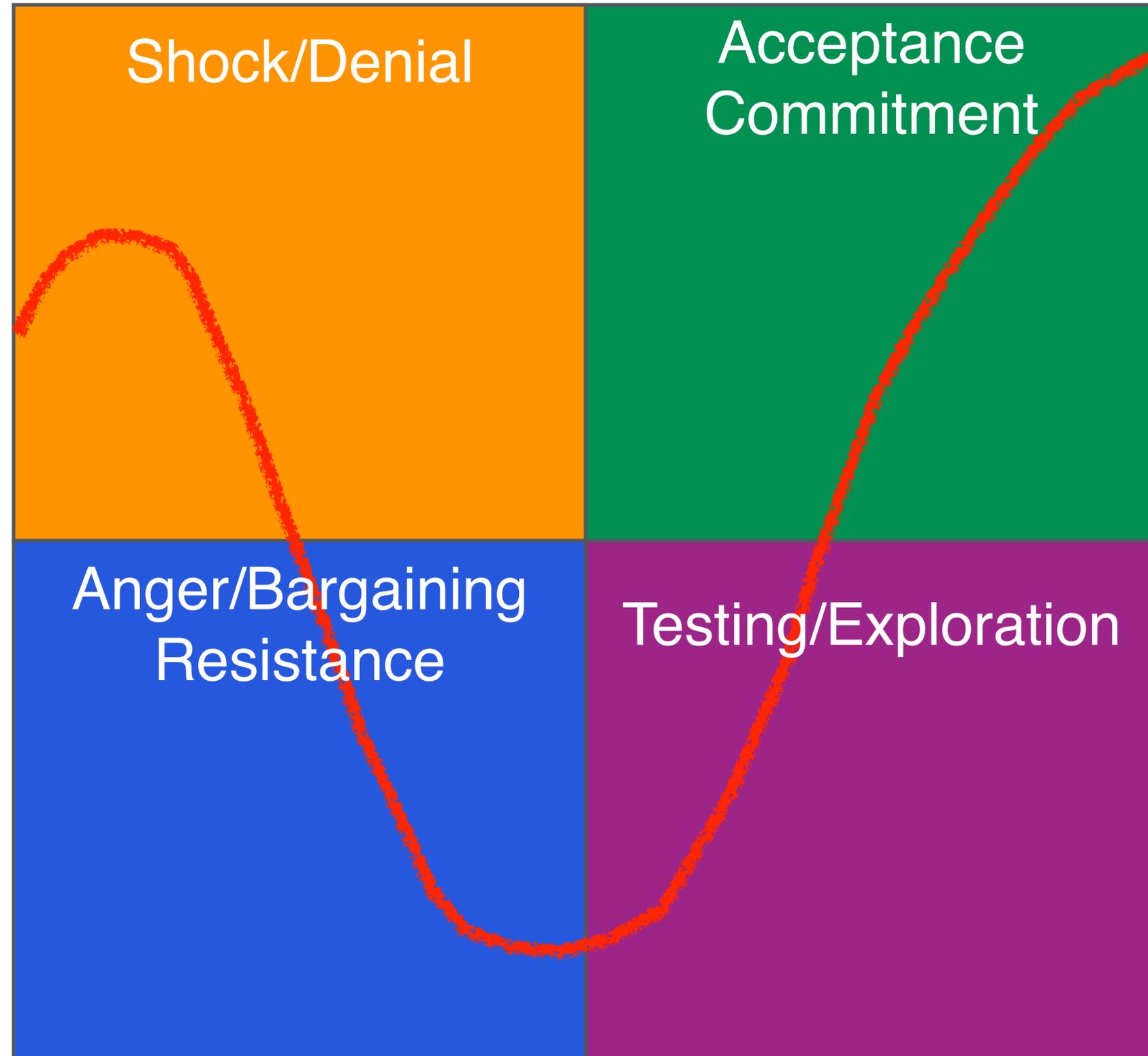
THE CHANGE CURVE



THE CHANGE CURVE



THE CHANGE CURVE



THE CHANGE CURVE

SHOCK / DENIAL

BEHAVIOURS

Withdrawal

Business as usual

Focus on the past

Activity without results

STRATEGIES

Seek information

Listen to expectations

Advise on adjusting
to change

Create time to think
and understand

THE CHANGE CURVE

ANGER / BARGAINING / RESISTANCE

BEHAVIOURS

Anger / Blame

Anxiety and Depression

Active Obstruction

STRATEGIES

Self reflect, acknowledge feelings

Seek support from others

Develop actions that increase understanding

THE CHANGE CURVE

TESTING / EXPLORATION

BEHAVIOURS

Energy and new ideas
but a lack of focus

Confusion - still learning

STRATEGIES

Set on short term goals

Participate in training

Conduct visioning /
planning / brainstorming
sessions

THE CHANGE CURVE

ACCEPTANCE / COMMITMENT

BEHAVIOURS

Coordinated efforts

Proactive input

Committed and looking
for the next challenge

STRATEGIES

Set long term goals

Concentrate on team
building

Create a mission
statement

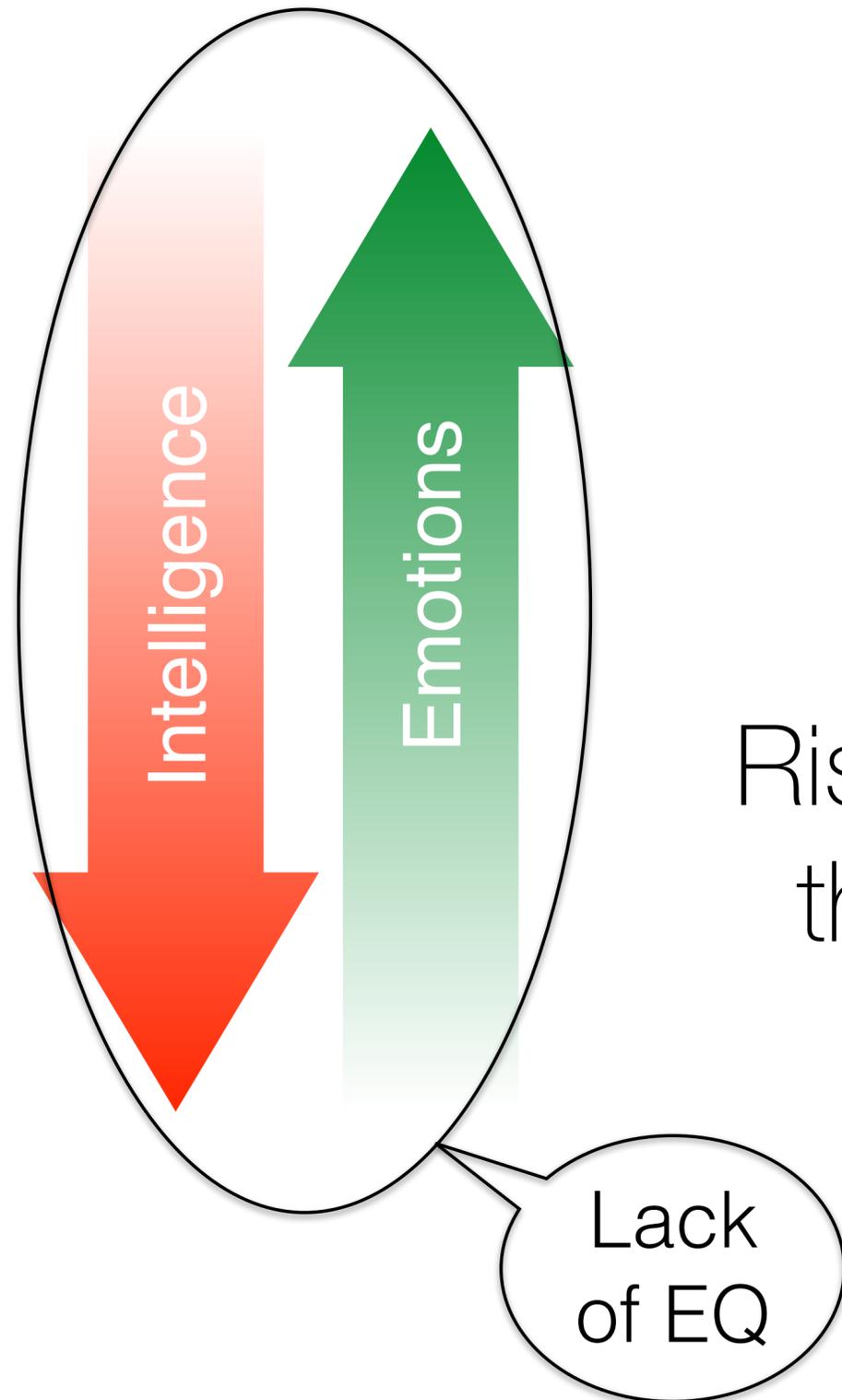
A large, clear crystal ball sits on a wooden surface. Inside the crystal ball, a sunset scene is reflected, showing a bright sun low on the horizon over a body of water, with trees and a building visible in the background. The background of the entire image is a blurred sunset scene, matching the reflection in the crystal ball.

You can't change what's going on around you until you change what's going on **within** you.

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EMOTIONS & CHANGE



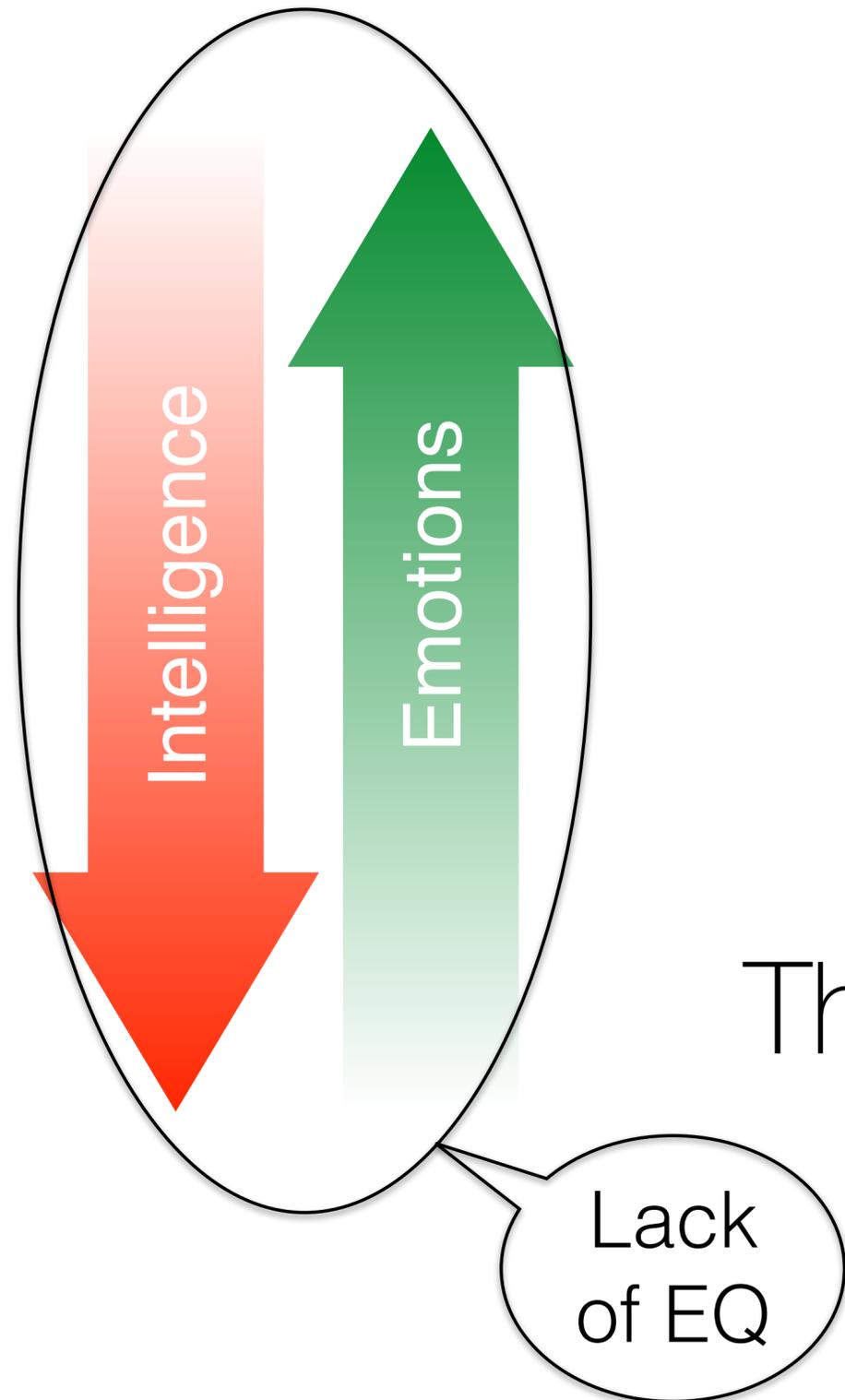
By its very nature, change creates **unpredictability**.

Unpredictable leaves room for **interpretation**.

Risk averse people assume loss while the pro-riskers assume “adventure”.

They then battle with each other about the correct **interpretation**.

EMOTIONS & CHANGE

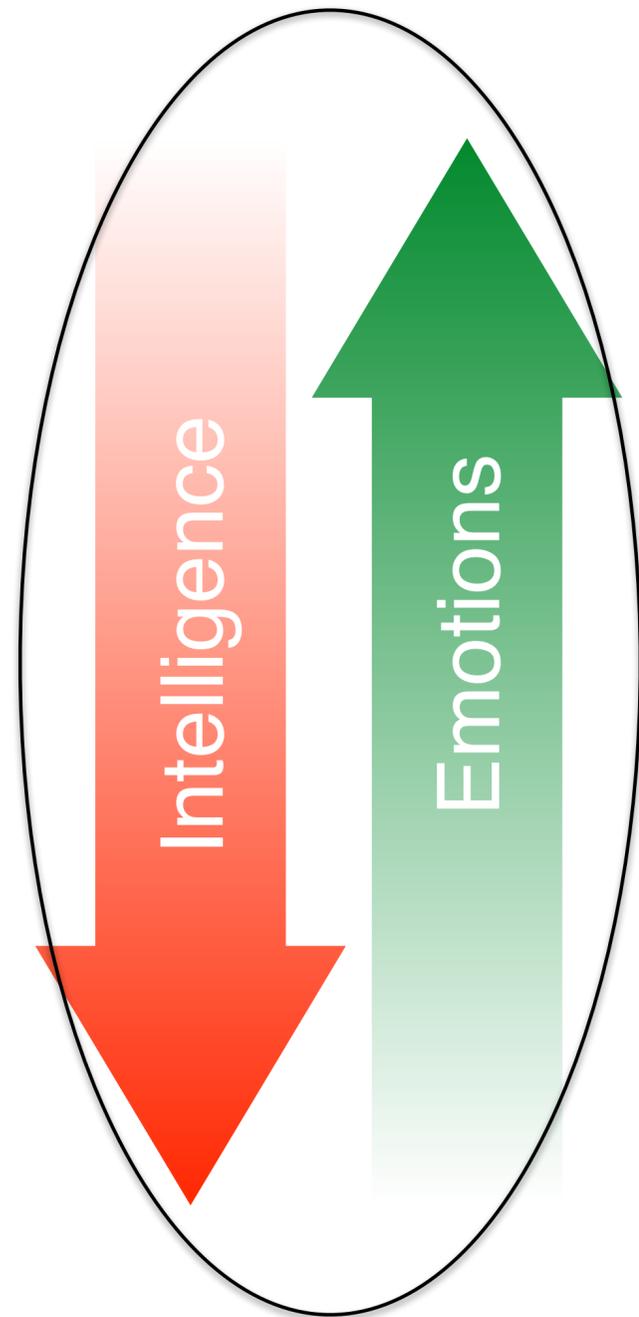


Logic is lost because it was never present.

The conflict then often turns personal.

The situation goes down the toilet.

EMOTIONS & CHANGE



As emotions go up
intelligence goes down.

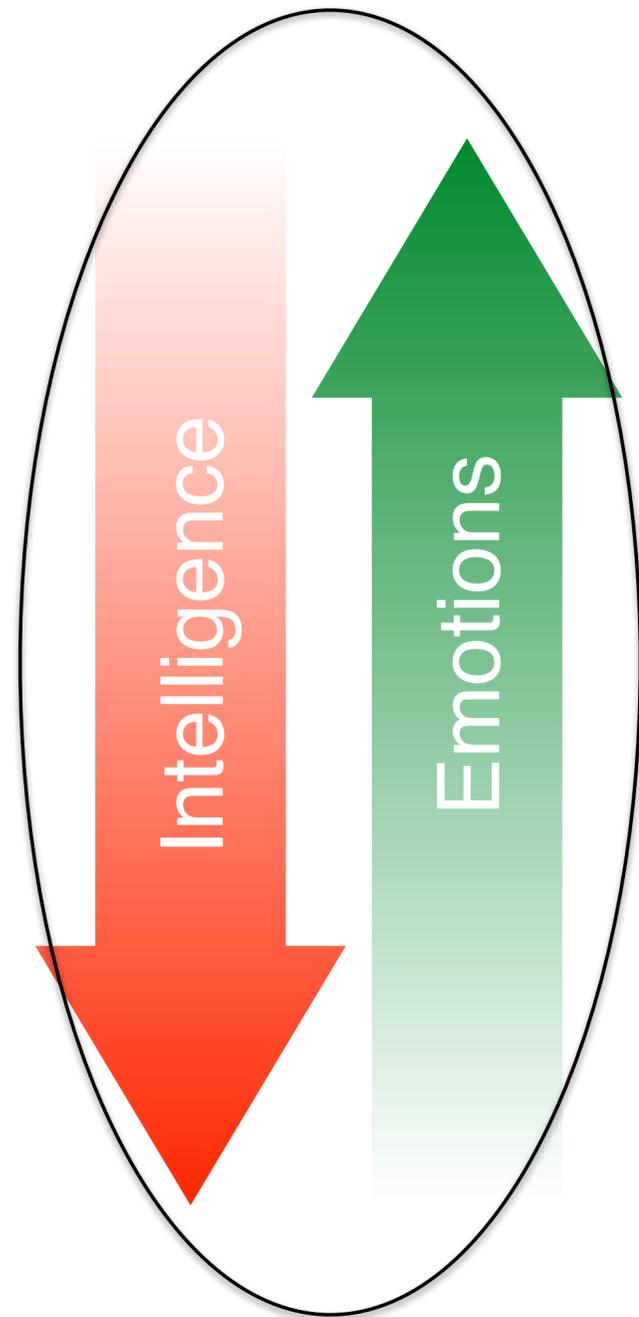
When change is non-threatening we embrace it because it increases our ease and equilibrium.

Smart phones got popular because they saved time and money that was obvious.

Yet mobile devices created the single largest change in the last 20 years.

As **uncertainty** increases our equilibrium is also **increasingly disturbed**.

EMOTIONS & CHANGE



As emotions go up
intelligence goes down.

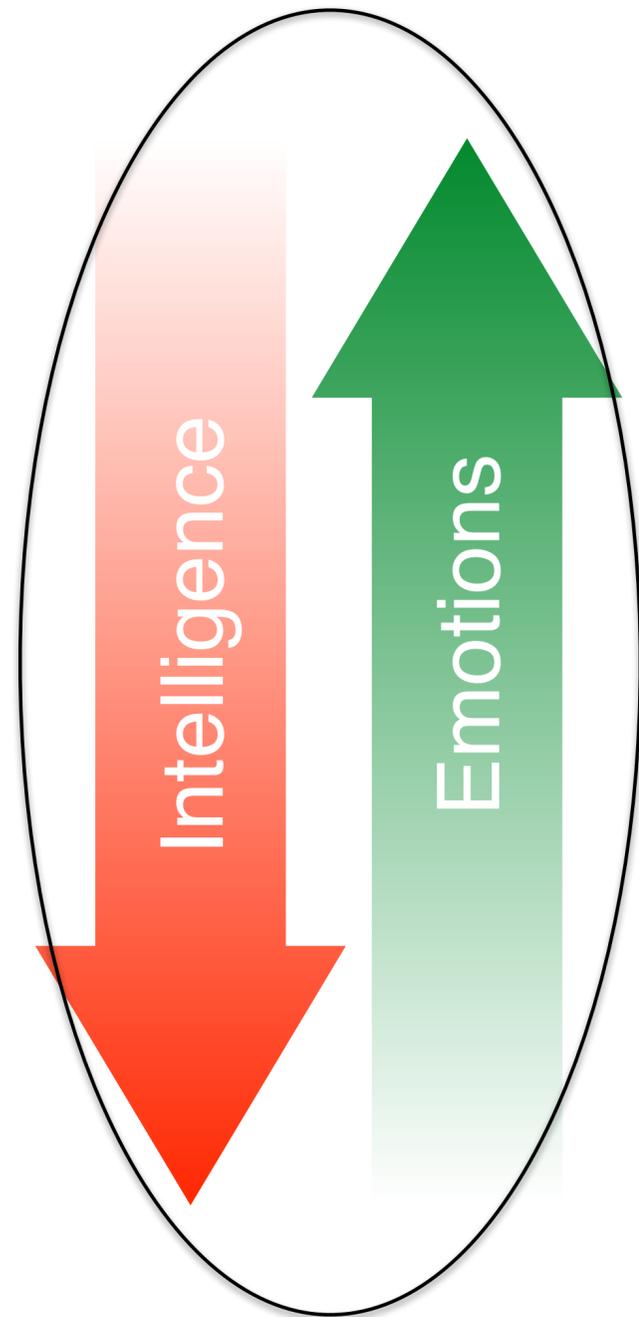
This is an unpleasant feeling.

We go out of our way to suppress it.

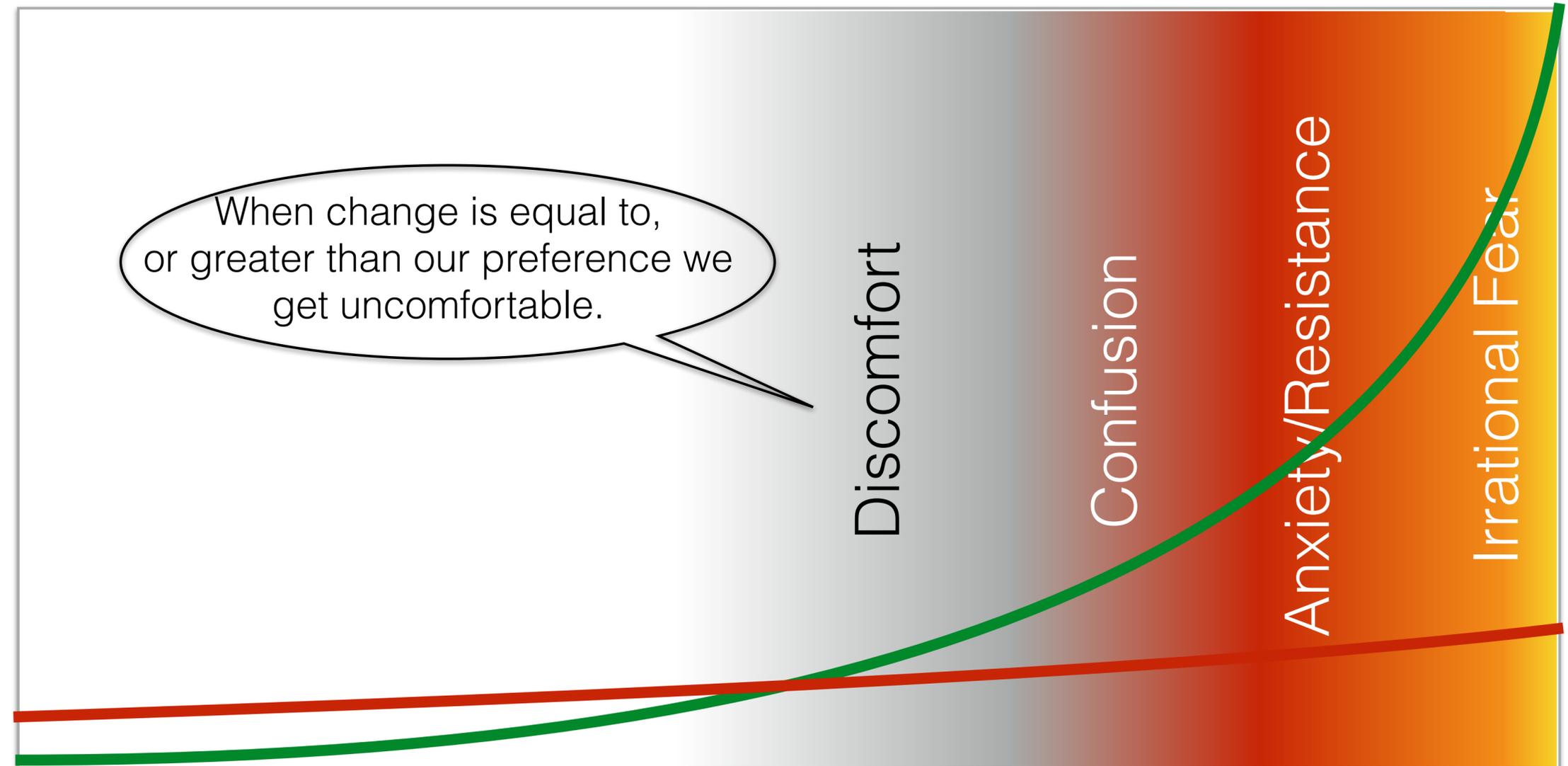
If change continues to increase - we
tip out of 'response' and into 'react'.

Increasing reactivity =
decreasing rationale.

EMOTIONS & CHANGE



As emotions go up
intelligence goes down.



The background of the image shows a group of people's hands and forearms stacked together in a circle, symbolizing unity and teamwork. The individuals are wearing various plaid shirts in shades of red, blue, and grey, and a teal t-shirt. The lighting is warm and soft, creating a positive and collaborative atmosphere.

Changed people,
change people.

SKILLS FOR CHANGE

If I'd have asked people what they wanted they'd have said a faster horse.

Henry Ford

First there was IQ.

Then came EQ.

The new truth is AQ.

Change is inevitable.

Resistance is predictable.

Expecting change is sensible.

SKILLS FOR CHANGE

Your AQ is directly proportional to your:

- Ability to let go of what exists without “loss,”
- Willingness to embrace possible failure,
- Understanding that permanence means petrified,
- Calmness in the face of unpredictability,
- Ability to be present.

SKILLS FOR CHANGE

- Replace predictability to excitement/adventure.
- Think about the inevitability of “developments.”
- Expect quantum leaps propelled by technology.
- Find your “new normal” and adjust accordingly,
- Master the skills of the “new normal,”
- Support those who are struggling,
- Your **values** = **compass for decisions**.

A year ago I
could not
have pictured
my life the
way it is now.

It's lunch time!

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FACTORS AFFECTING CHANGE

1

IMPACT ON ME

It is easy to look at change objectively when we are not directly involved in it.

As soon as it affects us and our life, we become emotionally involved and therefore not quite so rational!

FACTORS AFFECTING CHANGE

2

LEVEL OF CONTROL

Our perception of change can be altered by whether we feel a part of it. If it is being 'done to us', it tends to be uncomfortable.

If we have initiated the change, we are usually more enthusiastic.

FACTORS AFFECTING CHANGE

3

OPPORTUNITY TO CONTRIBUTE

We tend to buy into change initiatives if we feel that we can contribute ideas or activity.

If we contribute, we feel that we at least have some influence over the changes.

FACTORS AFFECTING CHANGE

4

PERCEPTION OF CHANGE

If we believe that a change is positive, we behave positively towards it.

If we believe that the change is negative, we will show much more negative behaviours.

FACTORS AFFECTING CHANGE

5

ULTIMATE PURPOSE OF CHANGE

Even if the change is unpleasant or uncomfortable, we will still go along with it if we agree with the ultimate purpose of the change and can find meaning in going through the transition.

FACTORS AFFECTING CHANGE

6

EXPECTED RESPONSE

Often, others expect us to react to change with enthusiasm and concern and negativity is not acceptable.

This can make us feel 'wrong' for worrying and voicing concern.

FACTORS AFFECTING CHANGE

7

REGULARITY OF CHANGE

One-off change or short periods of change are easier to manage than constant change or the constant threat of change which can unsettle everyone.

FACTORS AFFECTING CHANGE

8

INFORMATION PROVIDED

The more information we have the more in control we feel.

We respond better to changes that are seen as being 'transparent' with nothing hidden.

FACTORS AFFECTING CHANGE

9

TOOLS & TECHNIQUES

If we believe that we are not capable of managing the change, we feel insecure.

When we have the tools and techniques to manage change we will have a more positive approach.

FACTORS AFFECTING CHANGE

10

PERSONALITY PREFERENCES

Our personality preferences will impact both the amount we like change and the approach that we take towards the change.

FACTORS AFFECTING CHANGE

11 LEADERSHIP LEVEL

Everyone goes through the same process when dealing with change; some go through the process quicker than others.

Our position in the process will determine our response.

FACTORS AFFECTING CHANGE

12 POSITION ON THE CHANGE CURVE

The degree to which change impacts upon us will be dependent upon the leadership level at which the change occurs; the higher the level, the bigger the impact.

FACTORS AFFECTING CHANGE

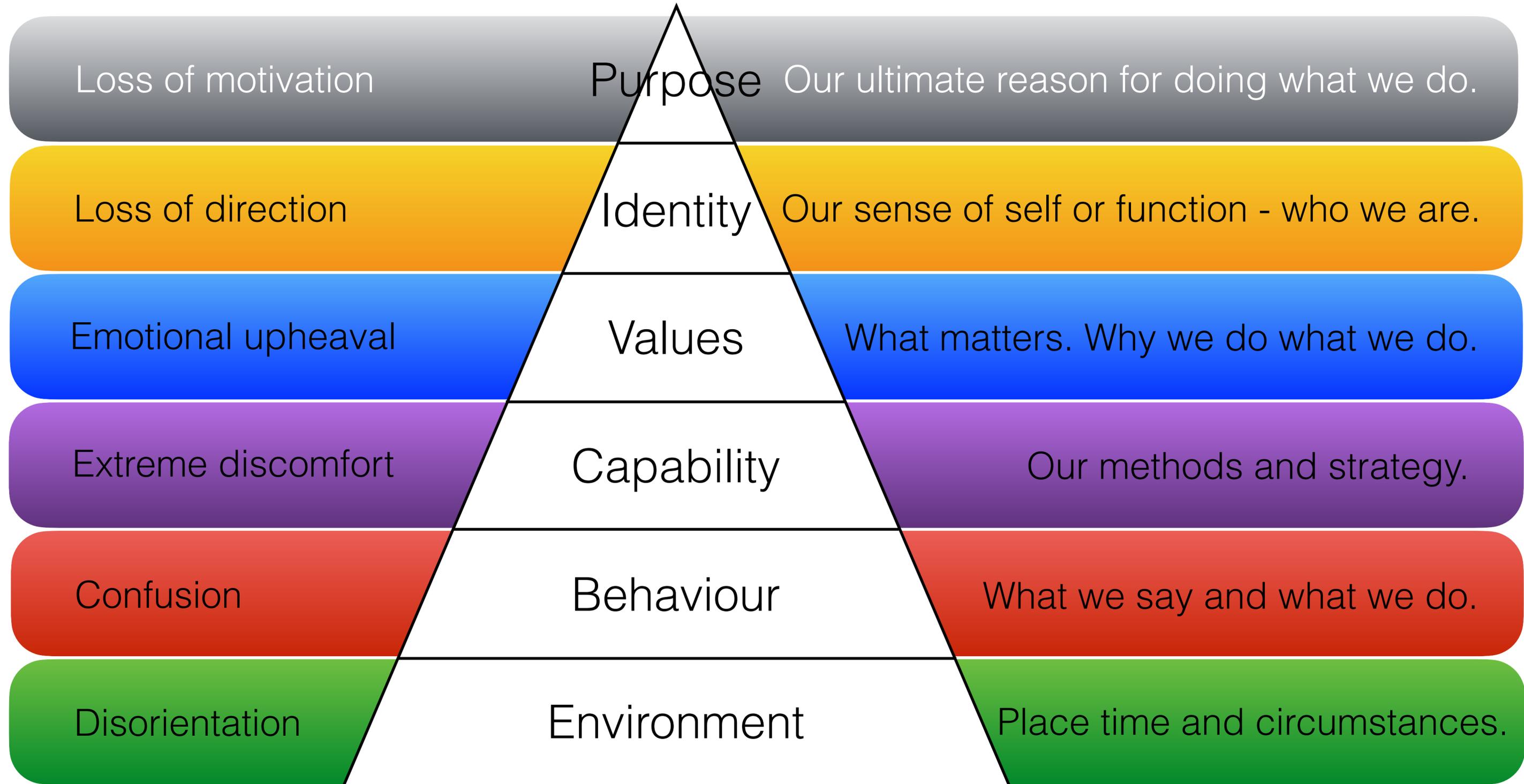
13

MOTIVATION PREFERENCES

Our motivation preferences will affect both the amount we like change and the approach that we take towards the change process.

Vulnerability
is the
birthplace of
innovation,
creativity
and
change.

SIX LOGICAL LEVELS (DILTS)



The only known
constant in the
universe is **change.**

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MOTIVATION & CHANGE

MOTIVATION	PREFERNCE	IMPACT
Direction	Focus on goals and achievements.	Likely to move through the change by focusing upon the positive benefits and expected outcomes; may not want to consider the associated problems
Direction	Focus on problems, risks and barriers.	Likely to focus on the potential problems and risks associated with the change; may be perceived as 'negative' by others

MOTIVATION & CHANGE

MOTIVATION	PREFERNCE	IMPACT
Time	Desire for quick decision and swift action.	Likely to move relatively quickly through the change curve. Will make quick decisions and make things happen; may become frustrated by lack of action.
Time	Need to “hang back” to see how others respond.	Will move slower through the change curve. Will take time to gauge others’ responses and weigh up the situation; may feel pressured into action.

MOTIVATION & CHANGE

MOTIVATION	PREFERNCE	IMPACT
Source	Reliance on internal sense of how they are performing.	Unlikely to be swayed by others input unless they have a compelling, logical argument and strong reasons for change.
Source	Reliance of feedback from others and external validation.	Likely to need reassurance and direction from others; may struggle in times of change without feedback and validation.

MOTIVATION & CHANGE

MOTIVATION	PREFERNCE	IMPACT
Approach	Desire to work with established rules and procedures.	Will need reassurance and direction from others; may struggle during times of change if feedback and validation isn't forthcoming.
Approach	Desire for autonomy to find new ways of working.	Will look to manager and other role models for guidance; may feel uncomfortable until new structures and procedures are established and embedded.

MOTIVATION & CHANGE

MOTIVATION	PREFERNCE	IMPACT
Response	Desire for things to stay the same.	Likely to want to find a way to contribute to the change discussions and shape its outcomes; may rebel if the change is imposed by others.
Response	Desire for controlled change for a good reason.	Likely to resist change and try to find ways of keeping things the same; may struggle to cope with major or regular change.

MOTIVATION & CHANGE

MOTIVATION	PREFERNCE	IMPACT
Focus	Focus on the task be completed.	Likely to place full attention on the change process, method and technologies; may lack empathy.
Focus	Focus on the people involved.	Likely to concentrate on the people issues associated with the change; may become sidetracked by emotional issues and lose some objectivity.

You are going
to know failure
if you are **brave**
with your life.

SUMMARY OF SKILLS

GET THE FACTS STRAIGHT	Ensure that you do not use rumours, gossip and social media as sources of information. Almost all media is poorly researched, unverified and sensationalised.
CONTROL?	Identify what is under your control and what isn't. Relegate what is outside your control to "unproductive effort".
CONTROL	Focus ONLY on what you have influence over. Make big efforts within this category.
UNDERSTAND THE CURVE	Become capable of moving quickly along the curve and identify where others are placed on it so that you can help them.
BE OBJECTIVE	Almost all resistance to change is fear based, automatic reactions that will only calm down in the face of reason and cool logic.

SUMMARY OF SKILLS

GET POSITIVE	Look for “the greater good” or the “bigger picture” as a means of making progress towards individual and group goals or targets.
STAY IN COMMUNICATION	Many people interpret no news as bad news. Even if you have nothing to say, tell people that you have nothing to say!
STICK TO YOUR VALUES	Change is like hacking into the jungle with no compass. Your values are your internal guidance mechanism.
UNDERSTAND YOUR OWN MOTIVATION	Check where you are on the six levels.

lab ELITE **MANAGING YOURSELF THROUGH CHANGE**

STEP 6 CONT. MOTIVATION APPROACH RESPONSIBILITIES FOCUS

STEP 7  **BEHAVIOUR** What has been working?

lab ELITE **STEP 5**  How are you feeling about the change? Write your response.

LEVEL ENVIRONMENT BEHAVIOUR SKILLS & CAPABILITIES VALUES & BELIEFS IDENTITY PURPOSE

lab ELITE **STEP 2** CONT. Do you feel you are pushing the change? Do you think others are?

lab ELITE **STEP 3**  **STRATEGIES** Rate your current strategies from LOW to HIGH. What do you need to change?

lab ELITE **MANAGING YOURSELF THROUGH CHANGE**

STEP 1  **THE CHANGE CURVE**

How do you feel about change generally? How are you feeling at the moment?

Do you feel you are pushing the change? Do you think others are?

What behaviours are other people experiencing from you at the moment? What impact is this having?

What needs to change for your behaviour to be most useful in supporting yourself and your colleagues through the current transition?

lab ELITE **STEP 1** CONT. Where are you now on the change curve? What tells you this?

What strategies do you need to implement to move you to the next stage on the change curve?

STEP 2  **EMOTIONS & CHANGE**

What is your emotional response to change?

Download from the workshop page of the members site.

WHAT NEXT?

NEXT DAY Q&A

Wednesday 28th April 8pm (Sydney time)

You will be receiving an email from ZOOM to access this session.

MAY WORKSHOP: RELATIONSHIPS

16th May 10am - 3pm AEST (Sydney)

Venue: ***Your House!***

REMEMBER...

Post about your progress.

Sharing problems is as important as sharing victories.

Support each other.

Ask me anything - I will answer (in video!) as many questions as you ask!



