

# HELPING OURSELVES AND OTHERS WORK THROUGH CHANGE



Crystal Ey

**MAD  
LIBS**



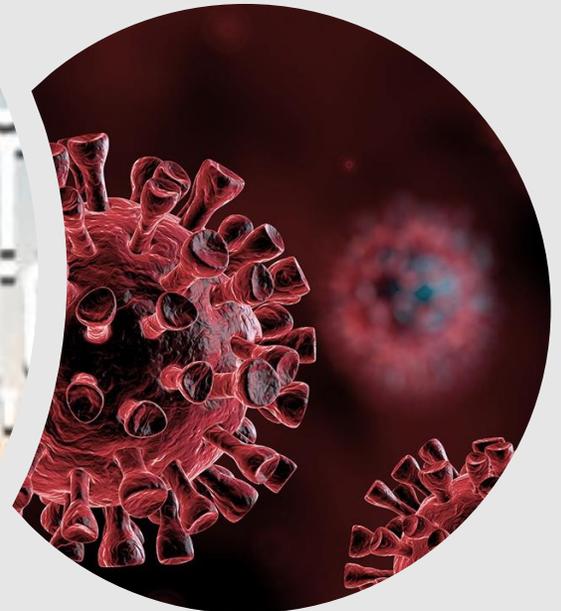
®



"WHEN WE ARE NO LONGER  
ABLE TO CHANGE A SITUATION,  
WE ARE CHALLENGED TO  
CHANGE OURSELVES."

*Victor E. Frankl*

PLANETOFSUCCESS.COM





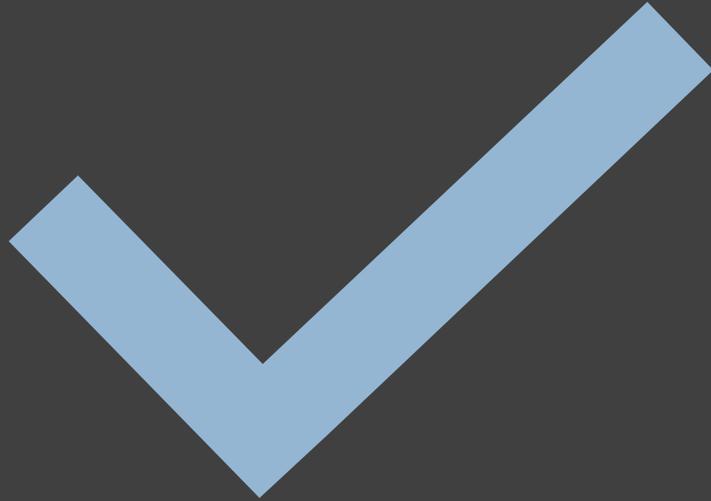
How to change? Why do people change?

Why do people resist change?

Why do people who want to change fail at changing?

The image features a dark blue puzzle piece centered on a brown background. The puzzle piece is slightly offset, creating a shadow. A white double-line border frames the text. The text is in a white, sans-serif font, with the word 'EFFECTIVE' underlined.

3 REQUIREMENTS FOR  
EFFECTIVE CHANGE



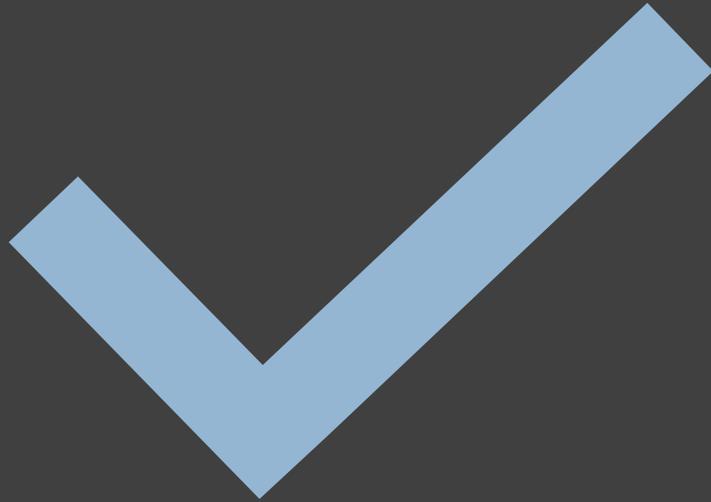
OVERWHELMING DESIRE

- Being a necessity
- If the change is just “nice to have”, it won’t be sustainable because anything “nice to have” is also “ok not to have”.

OVERWHELMING DESIRE

- What is something you NEED to change in your life right now?

OVERWHELMING DESIRE



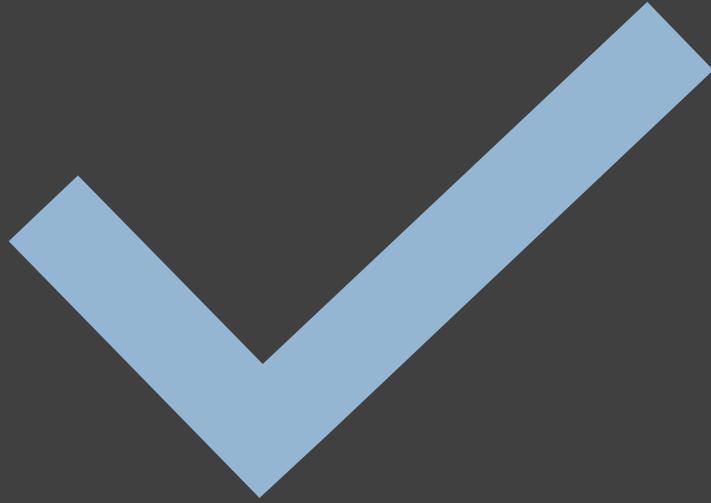
BEGIN AT THE ROOT

- Thoughts are the root of all behavior. Before you can change your actions, you must change your thoughts.
- Challenging your previous assumptions

Begin at the Root

- Look at the answer you just wrote down to question #3. What assumptions are you holding that is preventing the change? Challenge that assumption.

Begin at the Root



BUILD THE HABIT

- You have challenged your assumptions
  - Your assumption is no longer holding you back with new actions.

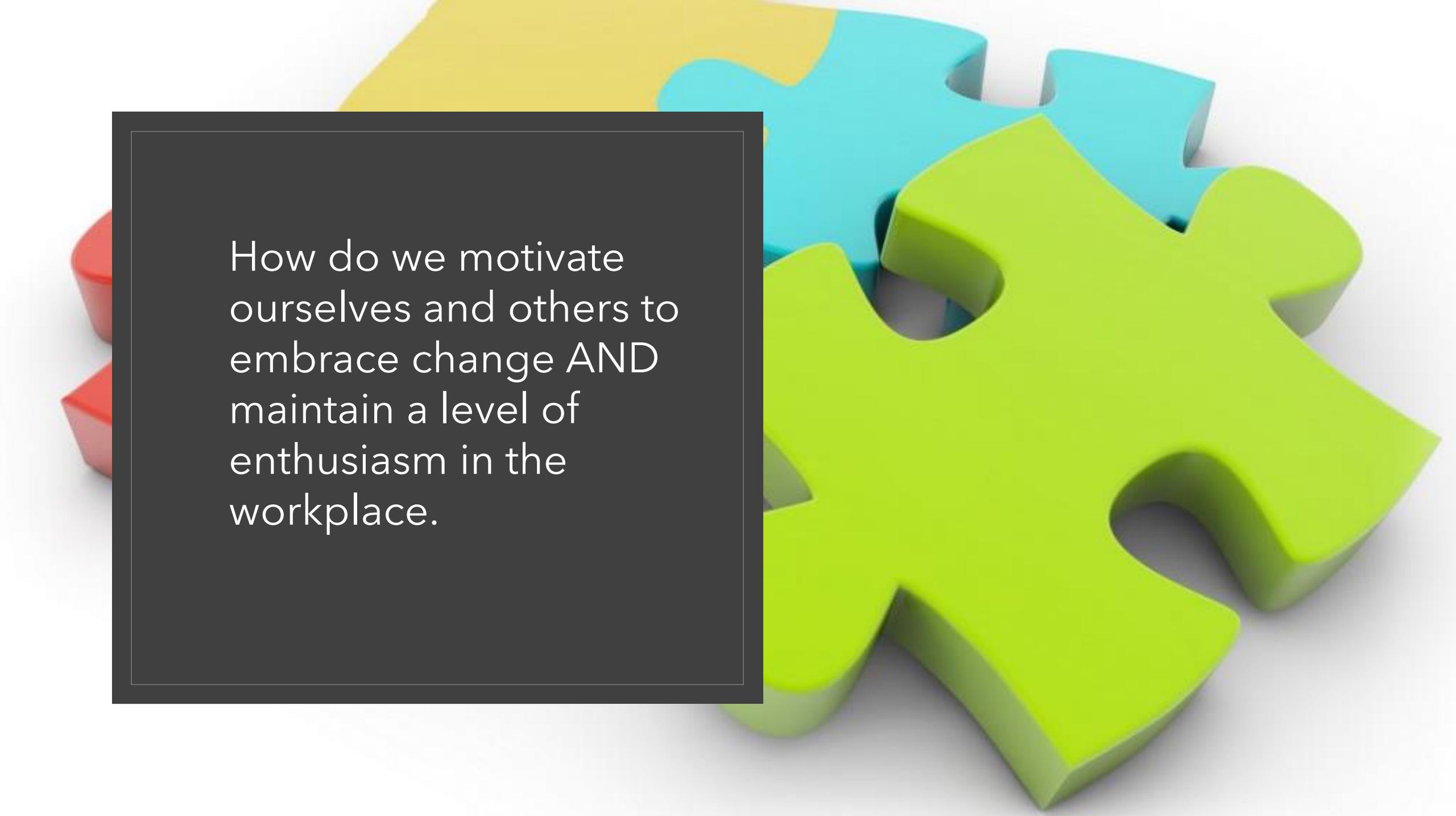
Build the Habit

- List the actions of change and prioritize the list to choose one action that would make the most positive impact in your life.

Build the Habit

A close-up photograph of a person's hands tying their black sneakers with pink laces on a wooden floor. The image is dimly lit, with a dark overlay. The text is centered over the image.

All that is left to do is that action,  
repeatedly ... until it becomes a habit.

The background of the slide features several interlocking 3D gears. One large gear in the foreground is a vibrant lime green. Behind it, a cyan gear is visible, and further back, a yellow gear. To the left, a portion of a red gear is also visible. The gears are set against a plain white background, creating a clean, modern aesthetic.

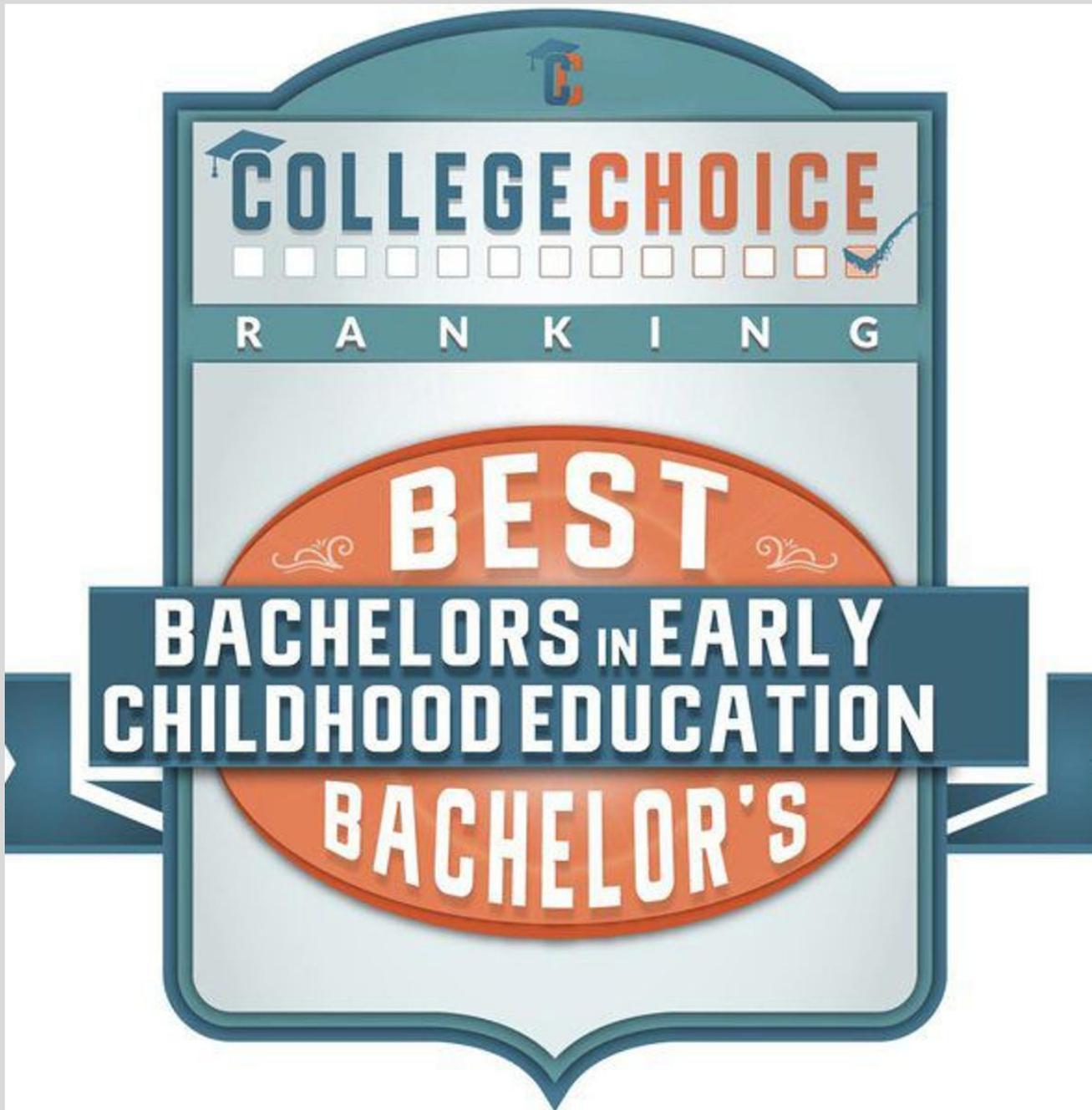
How do we motivate ourselves and others to embrace change AND maintain a level of enthusiasm in the workplace.

# 3 Fundamental Workplace Principals



What do you think they  
are?





THE ORGANIZATION'S GOALS ARE NOT IN CONFLICT WITH THE WORKERS' GOALS.

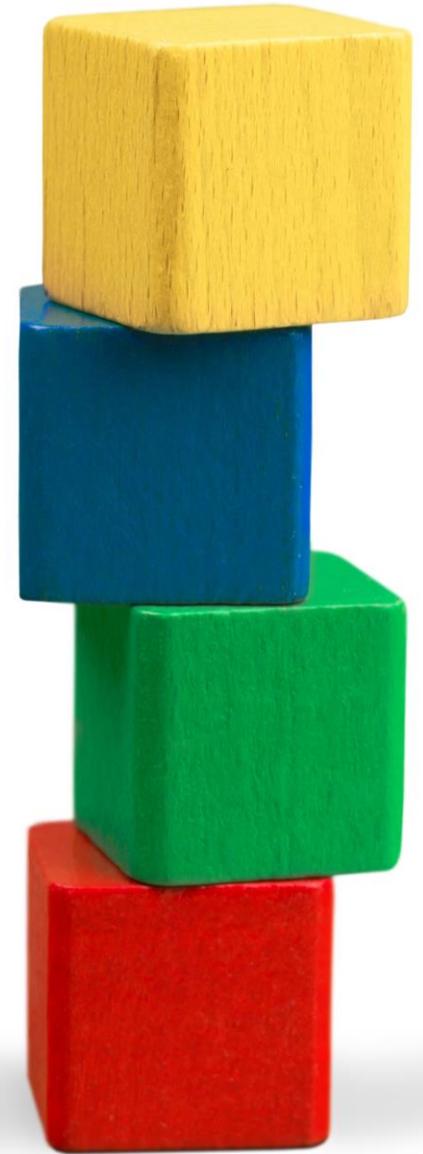


Workers have basic needs that organizations should try to meet.



STAFF ENTHUSIASM IS A SOURCE OF COMPETITIVE  
ADVANTAGE.

THE THREE  
FACTORS, WHICH  
TOGETHER,  
BUILD  
ENTHUSIASM





Factor One:  
Equity/Fairness



People are motivated by fair treatment, and they want their company to provide basic conditions that respect their physiological, economic, and psychological needs.

# Physiological Safety

- Ensure the physical safety of workers.
- Create safe working conditions.
- Establish expectations that give your staff a reasonable work/life balance.
- Make sure you meet all workplace safety requirements.
- Provide safety training on a regular basis.



## **Economic Security**

- Provide a reasonable level of job security.
- Consider all possible alternatives before laying off workers.
- Ask for voluntary layoffs when a layoff is inevitable.
- Communicate openly and honestly about the layoff.
- Provide outplacement and financial support for staff who have lost their jobs.
- Maintain the fairness needs of the workers who remain.



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## **Provide Fair Compensation**



- Pay competitive wages and keep up with inflation.
- Include some variable pay (bonuses) for performance.
- Allow workers to share in company success through stock ownership or other profit-sharing programs

## **Psychological Health**

Create an environment of respect.



- Treat all staff similarly, regardless of how much power they have.
- Use power fairly.
- Minimize status distinctions in the workplace – for example, by avoiding separate parking lots or eating areas.
- Provide sufficient and appropriate autonomy and independent work.

## **Psychological Health**

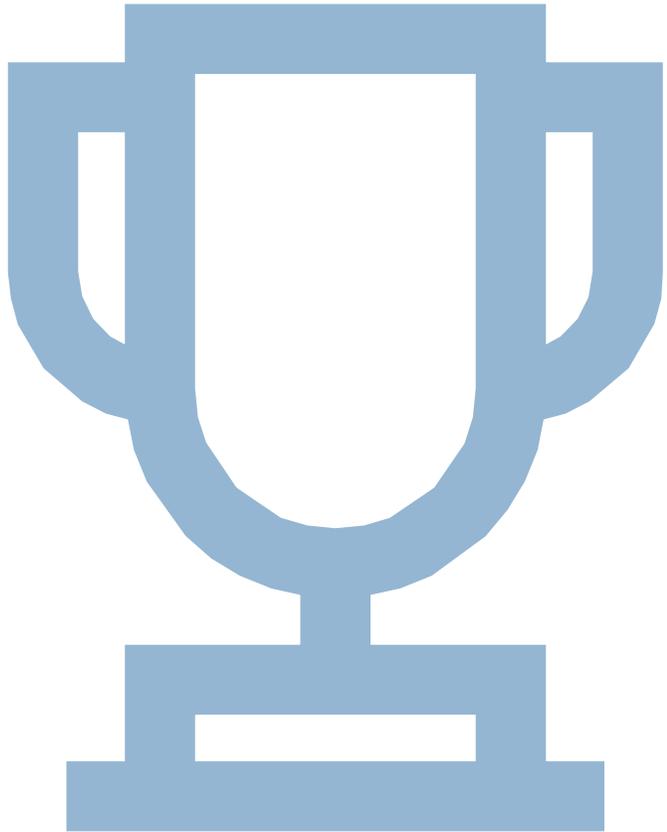
Create an environment of respect.



- Pay attention to what staff say they want and need. "Management By Wandering Around" is an effective way to stay in touch with workers' needs.
- Provide positive feedback and recognition.
- Show interest in workers, and insist on common courtesy.



# FACTOR TWO: ACHIEVEMENT



◦ People want to be proud of their work, and they want their achievements to be acknowledged. They also want to feel proud of what the organization as a whole achieves.

## **Provide an Enabling Work Environment**

- Give people what they need to do the job well.
- Use teams effectively.
- Use participative leadership practices.
- Make the organization as flat as possible-in other words, eliminate bureaucracy and hierarchy where you sensibly can.
- Delegate effectively, and avoid micromanagement .



## **Provide Challenging Work**

- Allow people to do interesting work that uses their skills and abilities.
- Hire people based on fit.
- Design jobs for enrichment and satisfaction.
- Communicate how each job contributes to the company as a whole.
- Provide training, and opportunities for people to learn new skills.



## **Use Feedback, Recognition, and Reward**

- Let people know how they're doing.
- Communicate clear expectations.
- Establish and agree on priorities.
- Use tangible rewards to acknowledge achievement.
- Balance criticism with plenty of praise.
- Promote from within where possible.



## **Be an Organization of Purpose and Principles**

People want to work for trustworthy companies that they can be proud of.

- Create a vision that can make workers proud.
- Communicate the principles of the company.
- "Walk the talk."
- Adopt and apply ethical leadership.
- Provide a quality product or service and use quality management practices.



A dark blue circular background contains a light gray stylized graphic of two human figures standing side-by-side. The figures are composed of simple shapes: circles for heads, rectangles for bodies, and vertical lines for legs. The figure on the right has its right arm around the shoulder of the figure on the left. The entire graphic is centered within a white double-line rectangular border.

# FACTOR THREE: CAMARADERIE

A dark blue circular background contains a stylized icon of two people. The heads are represented by two white circles. The bodies are a light blue-grey color, with the right figure's arm around the left figure's shoulder. The legs are white. A white rectangular border is centered over the icon, containing the text.

When people go to work,  
they want to enjoy  
themselves.

## **Partnership Culture**

- Workers want to feel a sense of community and teamwork
- Make "people skills" a priority. Demonstrate empathy, consideration, and respect - and expect the same from every worker.
- Encourage interactions and provide social opportunities.
- Reward positive team behaviors.
- Encourage teamwork.
- Review program mandates and practices regularly to ensure consistency in the approach and message.





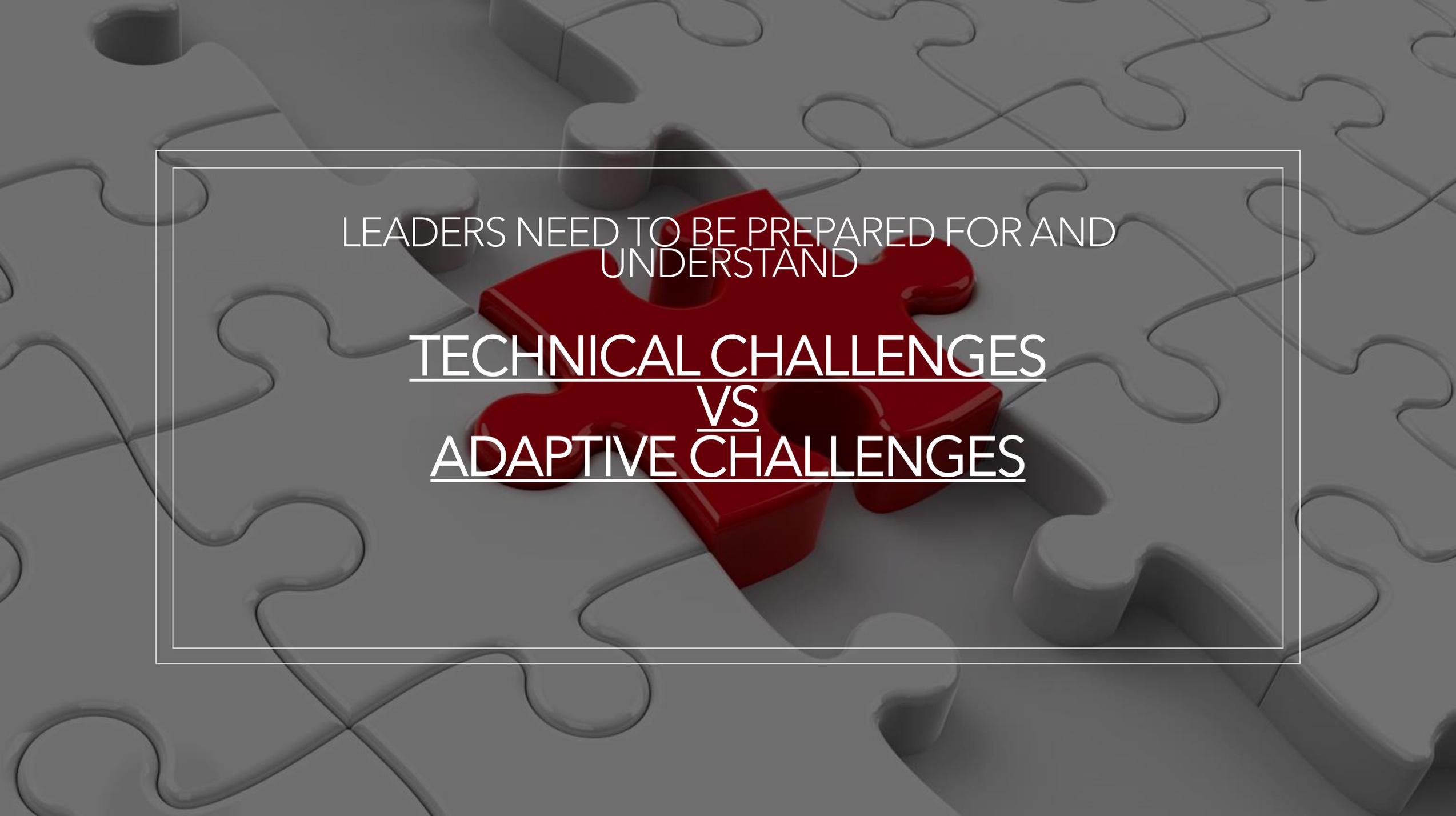
Now that you know....

How to be prepared for change!

And

To be motivated in the workplace  
you need to build enthusiasm...

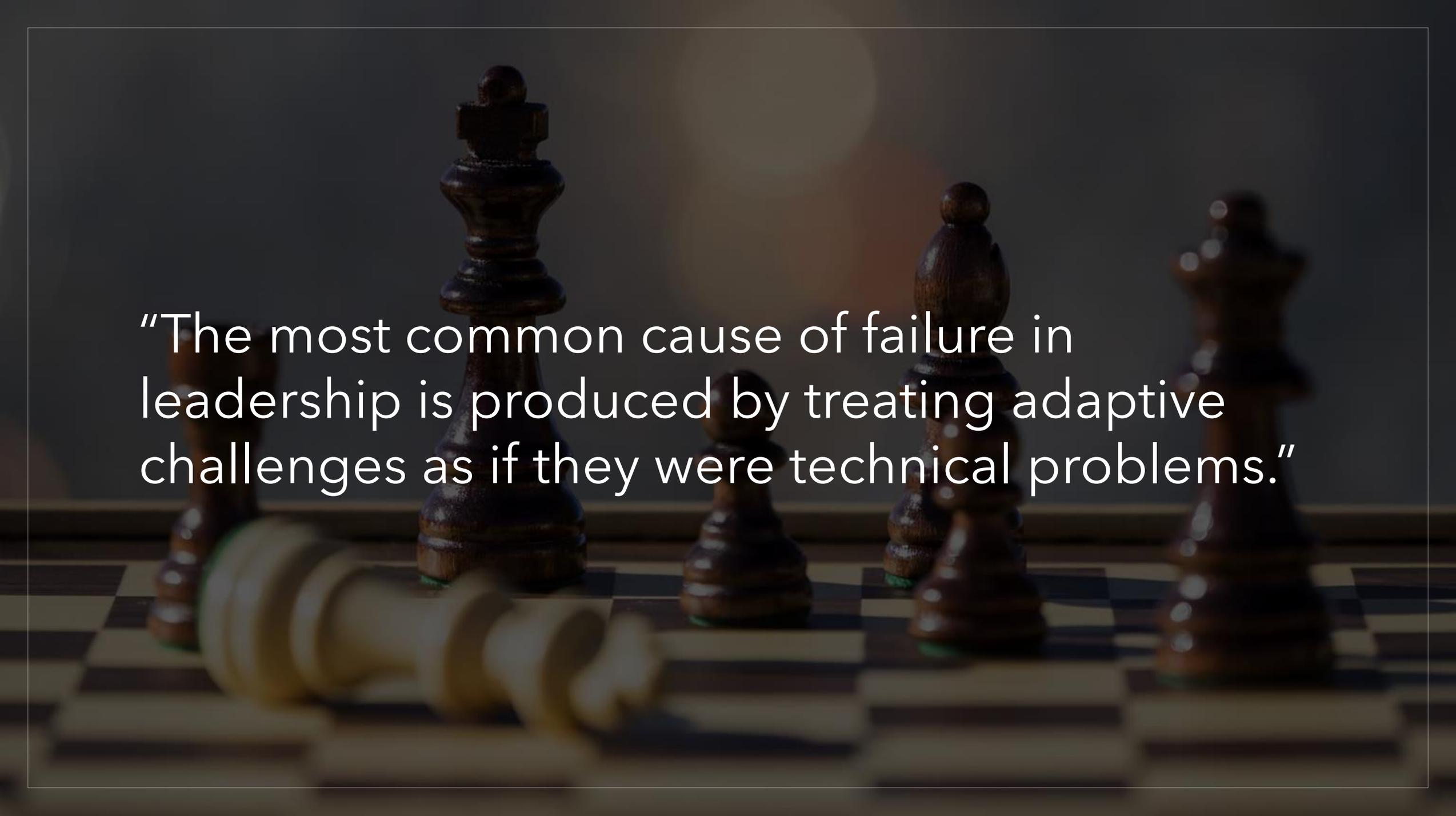




LEADERS NEED TO BE PREPARED FOR AND  
UNDERSTAND

TECHNICAL CHALLENGES  
VS  
ADAPTIVE CHALLENGES



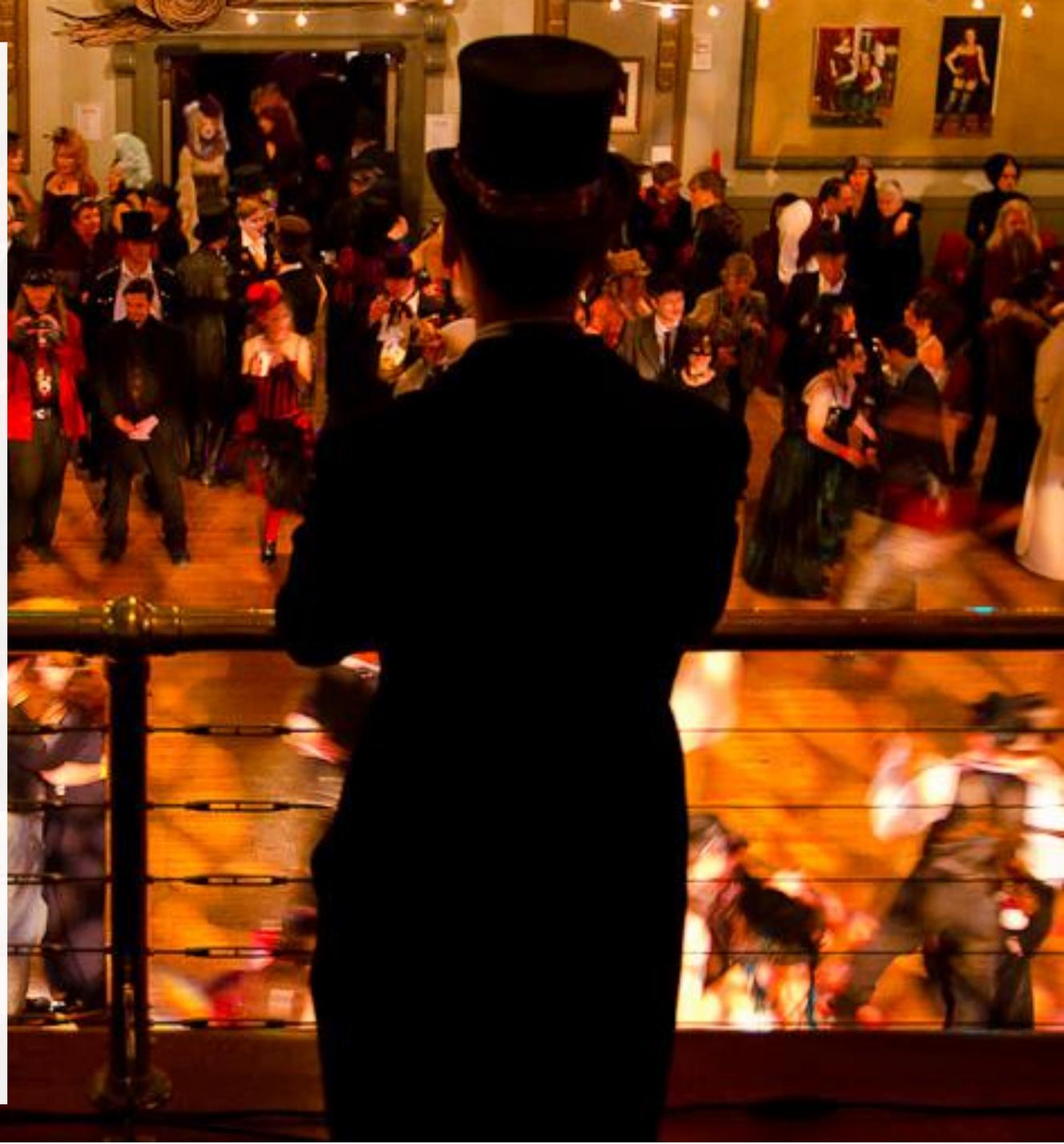


“The most common cause of failure in leadership is produced by treating adaptive challenges as if they were technical problems.”

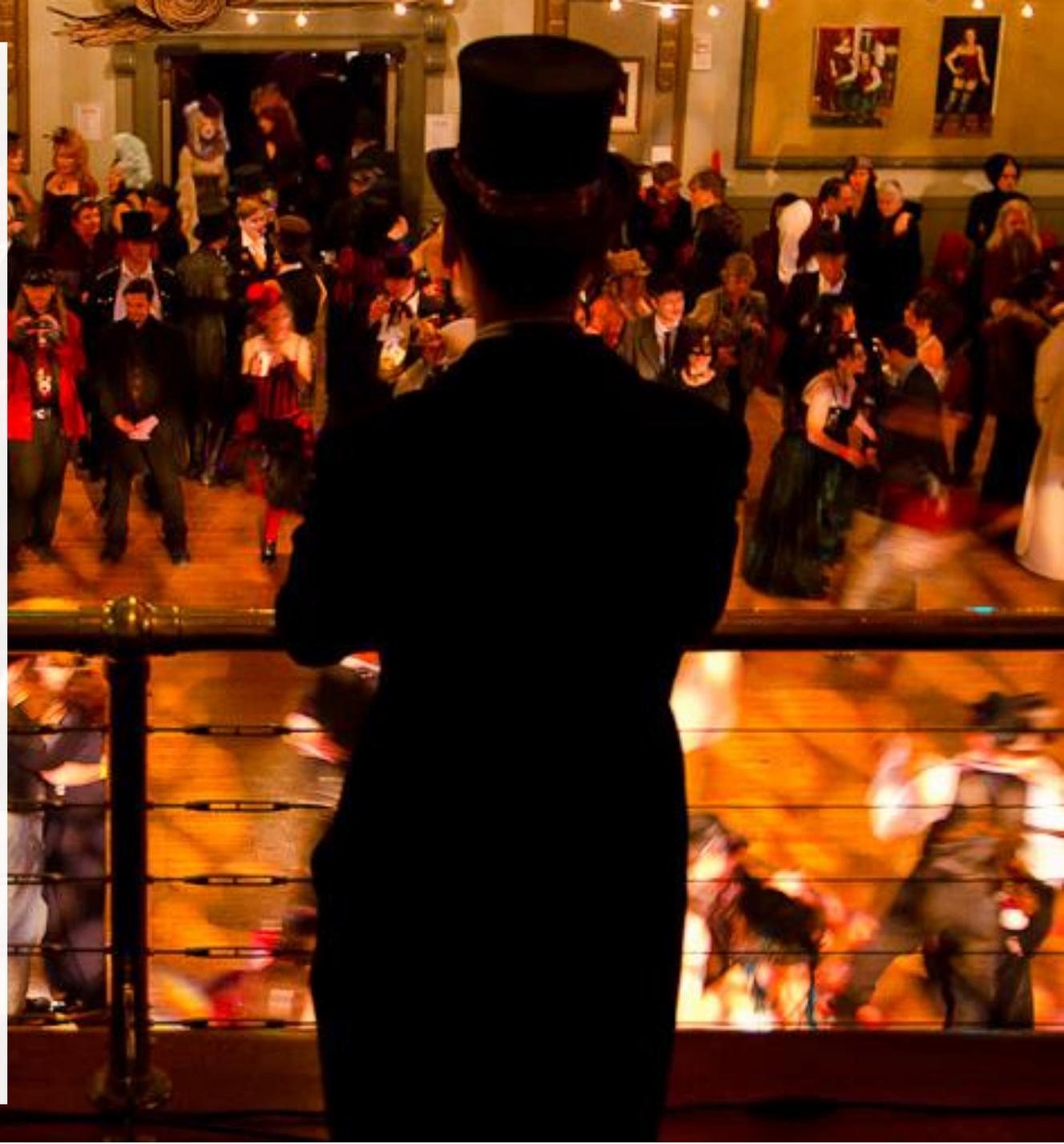
## Technical and Adaptive Challenge Overview

<u>Technical Challenge</u>	<u>Adaptive Challenge</u>
Easy to identify	Difficult to identify (easy to deny)
Quick and easy solutions	Requires changes in values, beliefs and approaches to work
Requires small changes within known boundaries	Require a lot of changes across many, sometimes unknown, boundaries.
Can be solved by expert or 'authority'	Solved by people with the problem
Solutions can be implemented quickly	No quick fixes, requires constant experimentation

Get off the dance floor and get a good look from the balcony



What do you see?  
Who is dancing  
with whom? What  
groups are  
formed? How are  
people located  
around the room?  
What music is  
playing?



- Find out where people are at-engage in authentic conversations. Listen.
- Listen to the song beneath the words. For example, look at body language, eye contact, emotion and energy.
- What is not being said?
- Read the behavior of authority figures for clues- the words and behaviors of authority figures provide clues.



◦ Understand the difference between being a leader versus a person of authority

I have a tornado of emotions swirling around in my head. I just want it to stop. I don't want to care anymore.

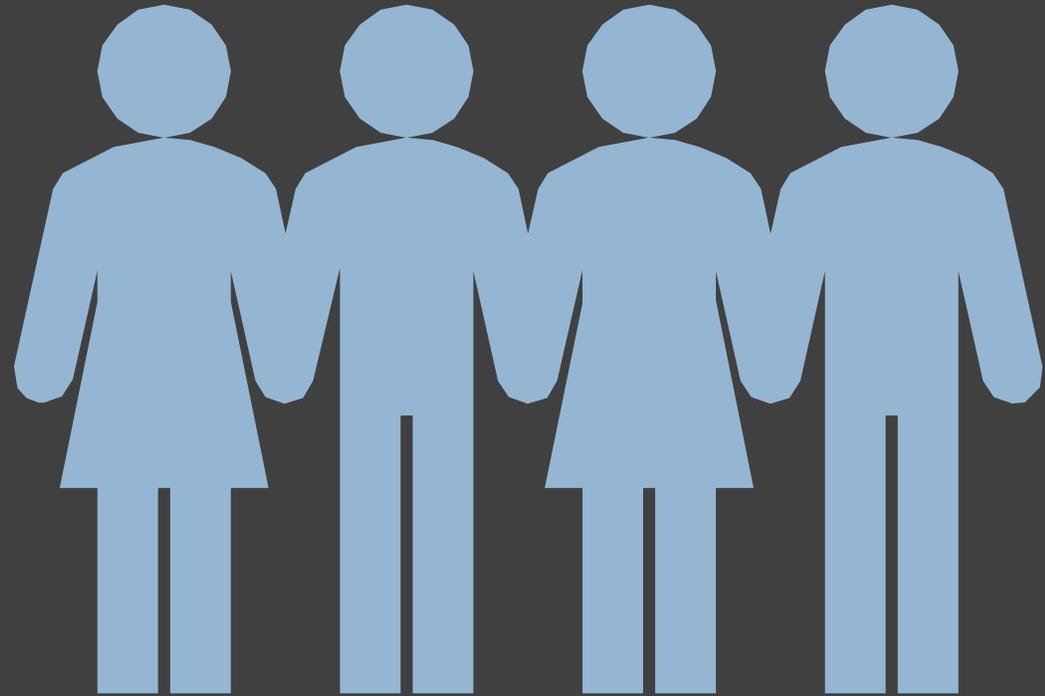
- Diagnose the Situation

# ◦ Manage Self



# ENERGIZE OTHERS

start where they  
are not where  
you are





◦ Intervene  
Skillfully



- Be intentional about when, why and how you intervene into a system.
- Resist doing whatever feels most natural
- Make conscious choices about what type of intervention is needed to fit the situation.

The 5 Leadership Practices	Adaptive Challenges
Model the Way - <i>the leader's credibility</i>	Leaders must be relatable to the team in order to work <b>with</b> the team.
Inspire a Shared Vision - <i>the goal should benefit everyone</i>	People have to willing be part of the solution.
Challenge the Process - <i>risk taking and experimenting</i>	No known solutions, experimental mind set is necessary.
Enable Others to Act - <i>teamwork</i>	Requires collective wisdom to overcome complex issues.
Encourage the Heart - <i>motivation</i>	Have to deal with constant setbacks.

◦What people resist is not change per se, but loss.



How do leaders identify adaptive challenges?

- A. When there is a clear solution to the problem
- B. When the problem is easily identified
- C. When challenges are values-laden
- D. If the challenge requires technical skills

Unclear problems outside of the leader's expertise or normal organizational structures are

A. Regulatory challenges

B. Adaptive challenges

C. Technical challenges

D. Combined technical and adaptive challenges

We understand the parameters of the problem, but the answer to the problem is difficult to figure out. What type of challenge is this?

- A. An adaptive challenge
- B. A technical challenge
- C. A technical and adaptive challenge
- D. A non-challenge

What is one typical sign that leaders can use to identify adaptive challenges?

- A. When the leader and followers are both uncomfortable
- B. When challenges stir up emotions
- C. When there is a clear solution to the problem
- D. When the problem is easily identified

What i'm about to tell you is gonna change your life forever. Are you really sure you want to know it?





ROAD  
BLOCK  
AHEAD

ROBERT KEGAN  
LISA LASKOW LAHEY

*Authors of How the Way We Talk Can Change the Way We Work*

# IMMUNITY TO CHANGE

HOW TO OVERCOME IT AND  
UNLOCK THE POTENTIAL  
IN YOURSELF AND  
YOUR ORGANIZATION

HARVARD BUSINESS PRESS

ROBERT KEGAN  
LISA LASKOW LAHEY

*Authors of How the Way We Talk Can Change the Way We Work*

# IMMUNITY TO CHANGE

HOW TO OVERCOME IT AND  
UNLOCK THE POTENTIAL  
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YOUR ORGANIZATION

- With 'Immunity to Change' Kegan and Lahey address the mystery of personal and organizational change in an original way. **Their main message is that individuals, groups and organizations are not blocked by fears for change—as many claim—but more by existing, hidden mindsets.**



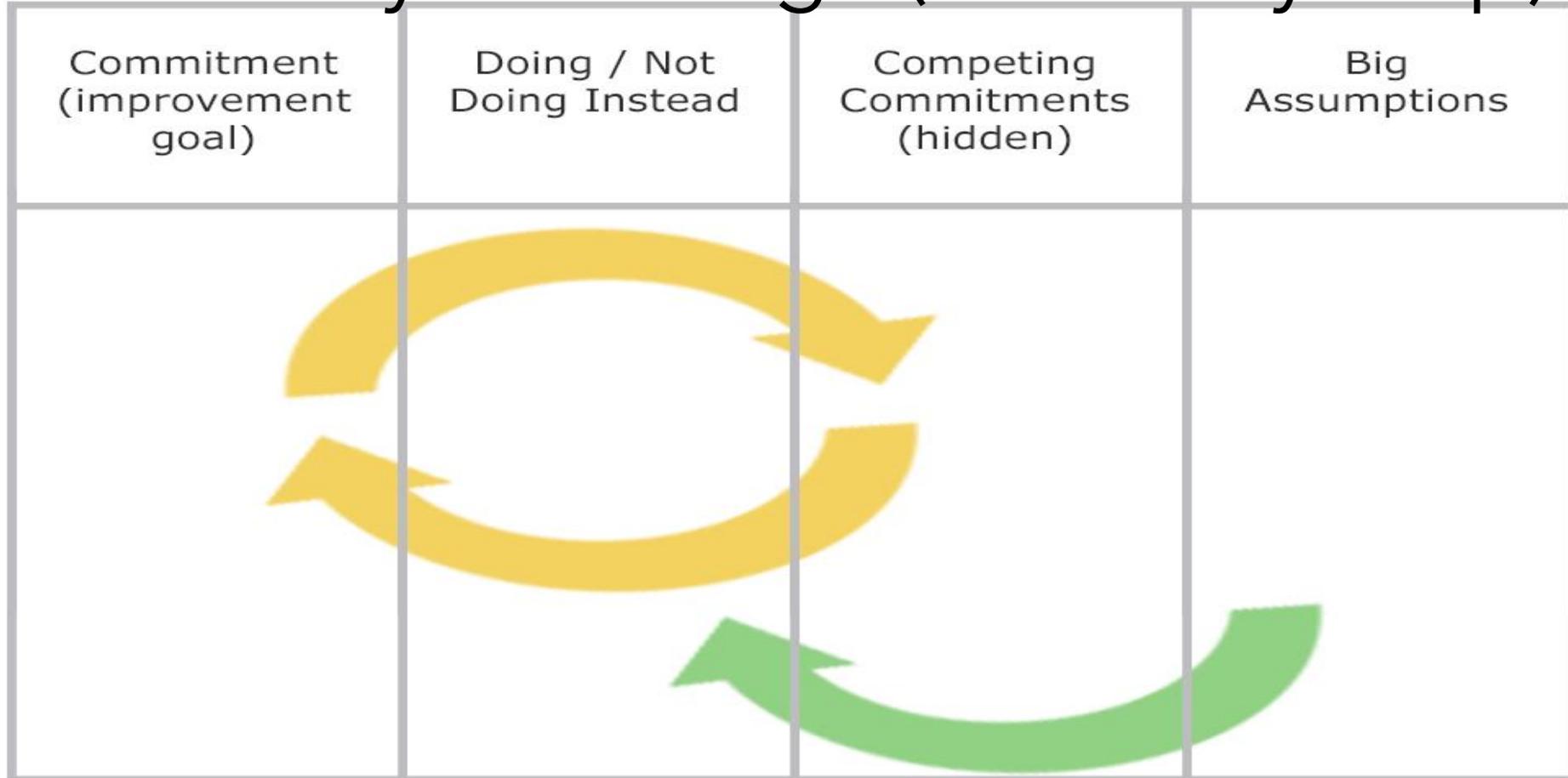
What people genuinely intend to do and what they are actually able to bring about" differs and makes most immune for change.

# ◦ Weight Loss





# Immunity to Change (Immunity Map)



# Immunity to Change Worksheet

Used Individually or Collectively

<b>Generating Ideas Pre-work</b>	<b>Step 1- Commitment Improvement goals</b>	<b>Step 2 – Doing/ not doing</b>	<b>Step 3 – Hidden Competing Commitment</b>	<b>Step 4 – Big Assumption (BA)</b>	<b>Use SMART</b> Safe, Modest (S/M) Actionable (A) Research stance, Test (R/T)
			<div data-bbox="1253 406 1523 456" style="border: 1px solid black; padding: 2px; width: fit-content; margin: 0 auto;">Worry Box:</div>		





REMEMBER...IT'S A JOURNEY.



## 2 Goals Related to Individual Change

*The secret of change is  
to focus all of your energy,  
not on fighting the old,  
but on building the new.*

*-Socrates*





You must complete the [Assessment](#)

You must complete the [Evaluation](#)



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Thank you!

Crystal Ey