Keeping Perspective When Going Through Change

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Objectives

- Discuss aspects of change and why organizations change.
- Identify change style preferences and how the styles relate to each other.
- List the change adopter categories and the factors that impact change adoption.
- Explain the benefits of a positive mindset and resiliency as it relates to change.
- Outline responses to change, and review ways to cope.
Change

- What are some things that people who have gone through change tell you about change?
  - This too shall pass...
  - It wasn’t that bad...
  - You can’t teach an old dog new tricks.
  - Just do it.
Change

Is something that puts us outside our comfort zone.
Change

Is judged on the basis of how it will affect each person individually.
Change

Can be **awkward** at first.
Change

Can feel like a loss of control.
Change

Is needed when the work of the past no longer works.
Change

Is here to stay.
It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change.

- CHARLES DARWIN
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Change Style Preferences

- Expect to progress through stages of disorientation, adaption, functioning, and peak performance.
- You always have a choice over how you will react to change – both “inner” and “outer.”
- You can be reactive or proactive.
- Change may feel like a loss of control, and depending on temperament, this can affect you to a greater or lesser degree.
Change Style Preferences

- People have different preferences when faced with change.
- Recognizing these preferences can help you help yourself and others through change.
  - Change Style Indicator®
Change Style Preferences

Change Style Indicator®

<table>
<thead>
<tr>
<th>Conserver</th>
<th>Pragmatist</th>
<th>Originator</th>
</tr>
</thead>
<tbody>
<tr>
<td>66 56 42</td>
<td>13</td>
<td>13 28 42 56 66</td>
</tr>
<tr>
<td>25 PERCENT</td>
<td>50 PERCENT</td>
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Change Style Preferences

- **Conservers** style characteristics:
  - Prefer solutions that are tested and proven.
  - Accept conventional assumptions; traditions vs. results.
  - Enjoy predictability.
  - May focus on details, established practices.
  - Appear disciplined, precise, methodical, cautious.
Change Style Preferences

- **Originators** style characteristics:
  - Prefer quick and expansive change.
  - Challenge assumptions.
  - Enjoy risk and uncertainty and like to experiment with untested solutions.
  - May treat accepted policies/procedures with little regard.
  - Appear undisciplined, unorganized, abstract, spontaneous.
Change Style Preferences

- **Pragmatists** style characteristics:
  - Are more focused on workable outcomes than structure/organization.
  - Serve as mediators; tends to see both sides of an argument.
  - May take middle-of-the-road approach.
  - Appear practical, agreeable, flexible.
Change Style Preferences

- **Conservers** may see **Originators** as:
  - Disruptive.
  - Disrespectful of tradition and history.
  - Generators of turbulence.
  - Insensitive to the feelings of others.
  - Wanting change for the sake of change.
Change Style Preferences

- **Originators** may see **Conservers** as:
  - Opinionated.
  - Hesitant to share new ideas.
  - Compliant to authority.
  - Stuck within the system.
  - Defenders of the status quo.
Change Style Preferences

- **Conservers** and **Originators** may see **Pragmatists** as:
  - Compromising.
  - Mediating.
  - Indecisive.
  - Easily influenced.
  - Noncommittal.
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“Diffusion is the process by which an innovation is communicated through certain channels over time to members of a social system.”

- Everett M. Rogers,
  *Diffusion of Innovations*
Change

- Innovation characteristics:
  - Relative advantage (+).
  - Compatibility (+).
  - Complexity (-).
  - Trial-ability (+).
  - Observe-ability (+).
Change

- Factors impacting adopter categories:
  - Innovation itself.
  - Socio-economic status.
  - Level of education.
  - Age.

![Histogram of Adopter Categories](image-url)
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Mindset

“People are disturbed, not by things [that happen to them], but by the principles and opinions which they form concerning [those] things.

When we are hindered, or disturbed, or grieved, let us never attribute it to others, but to ourselves; that is, to our own principles and opinions.”

– Epictetus, Greek philosopher, 55-135 AD
Mindset

Recognize negative thinking:
- Filtering.
- Personalizing.
- Catastrophizing.
- Polarizing.
Mindset

A positive mindset is a HUGE factor in protecting your mind and your physical health.

- It allows us to perceive stressful situations in ways that seem less threatening or less dangerous.
- Our brain doesn’t tell our body to activate stress and inflammatory pathways that damage health.
Mindset

- Know what is in your control and what is not.
- Regulate your emotions.
- Adopt a growth mindset.
- Find work that focuses on your strengths.
- Practice mindfulness.
- Take time out to reflect.

Resiliency:
“When you bend with the wind, but don’t break in the storm.”
Regulate Your Emotions

- Emotions serve a purpose – prepare our bodies for fight or flight.
- Emotions are neither right or wrong, they just are.
- You have the right to feel whatever you want – just know you have chosen to feel that way.
- Once you have them, you can either master them or fall hostage to them.
Regulate Your Emotions

See/Hear
- Stimulus we encounter.
- Observable behaviors.
- Facts.

Tell A Story
- Our interpretation of what we see/hear.

Feel
- Emotions our stories yield.

Act
- The behaviors we demonstrate.
Regulate Your Emotions

- Retrace your path to action.

**See/Hear**
- Get back to facts.
- What evidence do I have to support my story?

**Tell A Story**
- Analyze your story.
- What story is creating these emotions?

**Feel**
- Identify your emotions.

**Act**
- Notice your behavior.
Regulate Your Emotions

- Is my reaction justified?
- Is the level of my reaction justified by the facts?
- Am I overreacting?
- Am I misinterpreting?
- Is there another way to look at this? Is there an opportunity here?
- Are there parts of this change that I can control?
- Would more information help me cope better with this change?
Adopt a Growth Mindset

**FIXED MINDSET**
- Skills are set – you have what you have.
- Performance focused.
- Effort is something you do when you’re not good.
- Tend to give up/check out when challenges arise.
- Feedback is taken personally.
- Hate mistakes.

**GROWTH MINDSET**
- Skills can be grown and developed.
- Process focused.
- Effort is an important part of learning.
- Tend to persevere/work through challenges.
- Uses feedback to learn.
- Treats mistakes as learning opportunities.
Focus on Your Strengths

- Trial and error.
- Ask.
- Personality tests.
- Self-evaluation.
Practice Mindfulness

Mindfulness is the basic human ability to be fully present, aware of where we are and what we’re doing, and not overly reactive or overwhelmed by what’s going on around us.
Take Time Out to Reflect

- What have I accomplished with this change?
- What work do I still need to do?
- How could I have helped my co-workers/supervisor more through this change?
- Did I give myself the time and resources to effectively make this change?
- Would I be pleased with the way I handled this change if I were my supervisor? If not, what can I do differently next time?
Mindset

- Think of a time you went through change where the outcome was positive.
  - What contributed to making it a positive experience?
  - What was your attitude through the process?
  - What behaviors did you exhibit through the process? Others?
- Share with a neighbor.
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Responses to Change

- Types of losses:
  - **Security**: feelings of losing control or uncertain future.
  - **Competence**: feelings of no longer knowing what to do or how to manage.
  - **Self-esteem & self-actualization**.
  - **Relationships**: losing your sense of belonging.
  - **Sense of direction**: loss of understanding of where you are going, what are the roles, responsibilities, & expectations.
  - **Territory**: uncertainty about your usual environments, not sure what belongs to you and yours.
  - Others?
Response to Change: Denial

- Phase 1: Denial
  - Numbness and apathy: “It will all be over soon.”
  - Nothing happens, business as usual.
  - Conversations tend to focus on the past.
  - Denial impedes the progression of healing or moving on.
Response to Change: Resistance

- Phase 2: **Resistance**
  - Watch for these signs: self doubt, anger, depression, heightened anxiety, frustration, and fear.
  - Withdrawal and isolation behaviors from team members.
  - Productivity dips, sometimes drastically.
Response to Change: Exploration

- Phase 3: **Exploration**
  - Excitement and exhilaration.
    - Energy is released and people focus their attention on the future and the external environment again.
  - Chaos:
    - People figure out new roles and responsibilities.
    - Uncertainty and higher stress.
  - Over preparation of trying various options or strategies can lead to lack of focus.
Response to Change: Commitment

- Phase 4: **Commitment**
  - New structures and systems appear.
  - Ready to recommit to the mission and build action plans.
  - More prepared to work together.
  - New roles and expectations have been negotiated and identified.
  - Focus on long-range goals.
Responses to Change - Activity

- In four small groups, work together to identify what you can do if you were stuck in the given response to change.
- What can you do to help each other?

1. Denial
2. Resistance
3. Exploration
4. Commitment
Response to Change: Denial

**What I Can Do**
- Reinforce within yourself that not changing would mean being left behind.
- Seek information about the change.

**What Others Can Do**
- Provide information and answer questions.
- Communicate, communicate, communicate. (Preferably in person.)
Response to Change: Resistance

**What I Can Do**
- State how you feel.
- Be honest and forthcoming about what’s actually bothering you.

**What Others Can Do**
- Listen and acknowledge feelings.
- Listening shows respect and may lead to other important information not yet known.
Attitude Through

<table>
<thead>
<tr>
<th>What I Can Do</th>
<th>What Others Can Do</th>
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<tbody>
<tr>
<td>Tell yourself “<em>enough is enough</em>.”</td>
<td>Model and reinforce positive actions.</td>
</tr>
<tr>
<td>Resolve to improve and say goodbye to the past.</td>
<td>Be patient.</td>
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<tr>
<td>Be willing to alter behavior.</td>
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### Response to Change: Exploration

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<tr>
<td>• Have an open mind.</td>
<td>• Focus energy in a helpful way.</td>
</tr>
<tr>
<td>• Consider all possibilities.</td>
<td>• Brainstorm ideas and alternatives.</td>
</tr>
<tr>
<td>• Coping includes fact-finding and focusing</td>
<td>• Provide training and set short-term goals.</td>
</tr>
<tr>
<td>on the vision for the change.</td>
<td></td>
</tr>
</tbody>
</table>
Response to Change: Commitment

**What I Can Do**
- Learn from the past.
- Enjoy the present.
- Plan for the future.

**What Others Can Do**
- Acknowledge and celebrate accomplishments.
- Help prepare for future challenges.
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