

# Change Champions

## *Thriving in Turbulent Times*

April 18<sup>th</sup> -19<sup>th</sup>, 2024

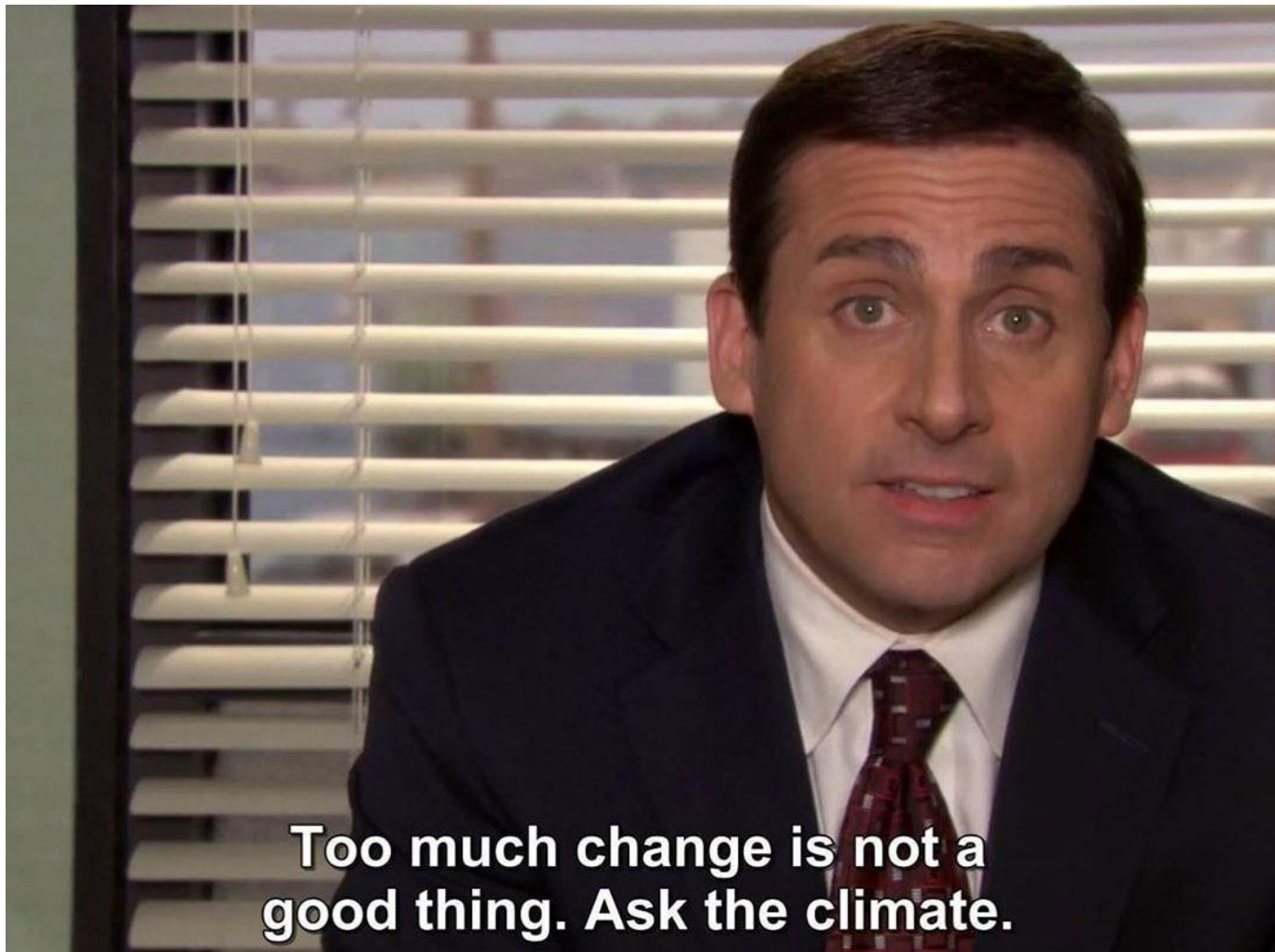


# Setting the rules

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- 1. Phones on silent or buzz.**
- 2. Try not to look at phones/laptops in the session.**
- 3. One person talking at a time.**
- 4. Keep to the topic (at least try...).**
- 5. Keep to time.**
- 6. Respect other people's contribution.**
- 7. Confidentiality.**
- 8. Everyone contributes.**
- 9. No conventions.**

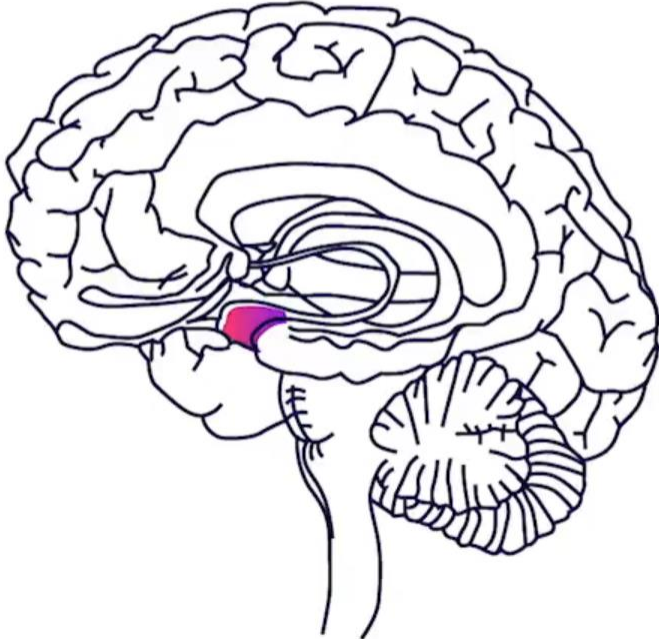
# Preparing yourself for change



**Too much change is not a good thing. Ask the climate.**

# Natural response to change

Amygdala



## Responses to Threat



Fight



Flight



Freeze

## Top Skills for the Future

- Active learning and a growth mindset
- Diversity and cultural intelligence
- Ability to embrace change



## Most In-Demand Soft Skills

- 1.** Creativity
- 2.** Persuasion
- 3.** Collaboration
- 4.** Adaptability
- 5.** Emotional Intelligence

## Psychological Flexibility

The ability to accept the present moment and stay focused on what's important to you



# Surviving change: Knowing what's important

People who are psychologically flexible  
can reframe their response to threat.

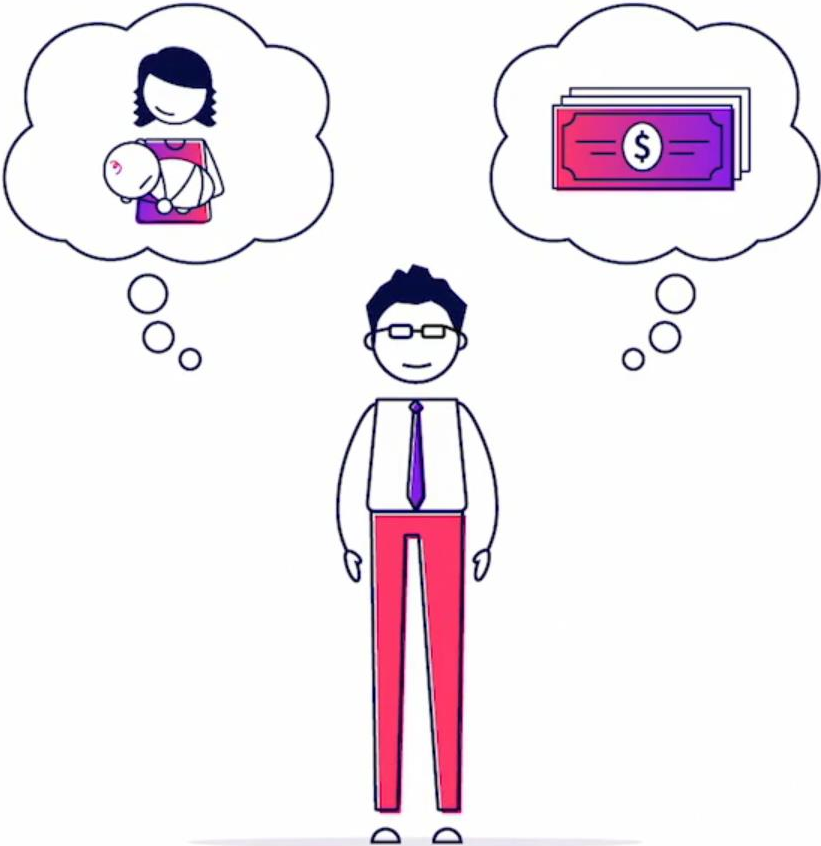
# Surviving change: Knowing what's important

What do you value in the way  
you live and in others?

## Getting Clear on Your Values

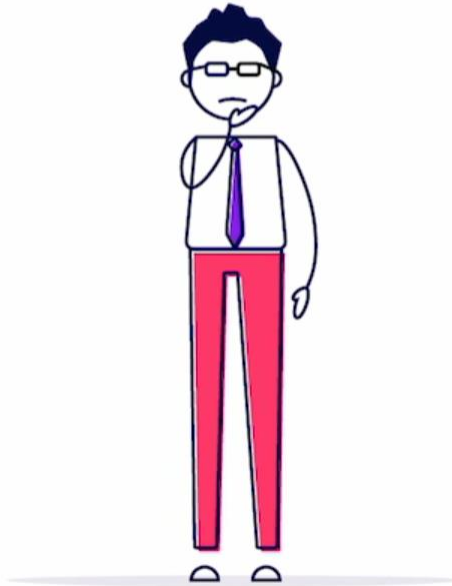
- 1.** When were you proud of how you handled a situation?
- 2.** When have you observed colleagues getting things done in a way you admire?
- 3.** When have you felt you were at your best?

# Surviving change: Knowing what's important



# Surviving change: Knowing what's important

What did you have to compromise on?



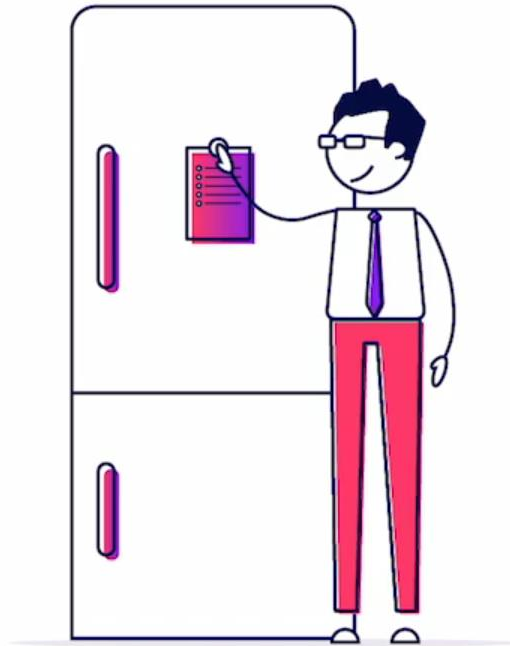
# Surviving change: Knowing what's important

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Use these reflections to find 5–10 values that feel right to you.

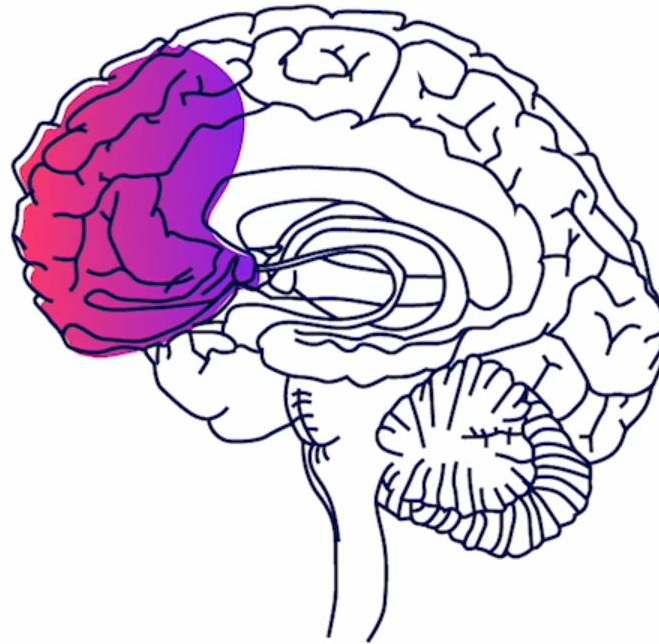
# Surviving change: Knowing what's important

Display your values to help guide your decisions.



# Surviving change: Knowing what's important

Prefrontal cortex





# Surviving change: Knowing what's important

Set a goal that feels important for you right now.



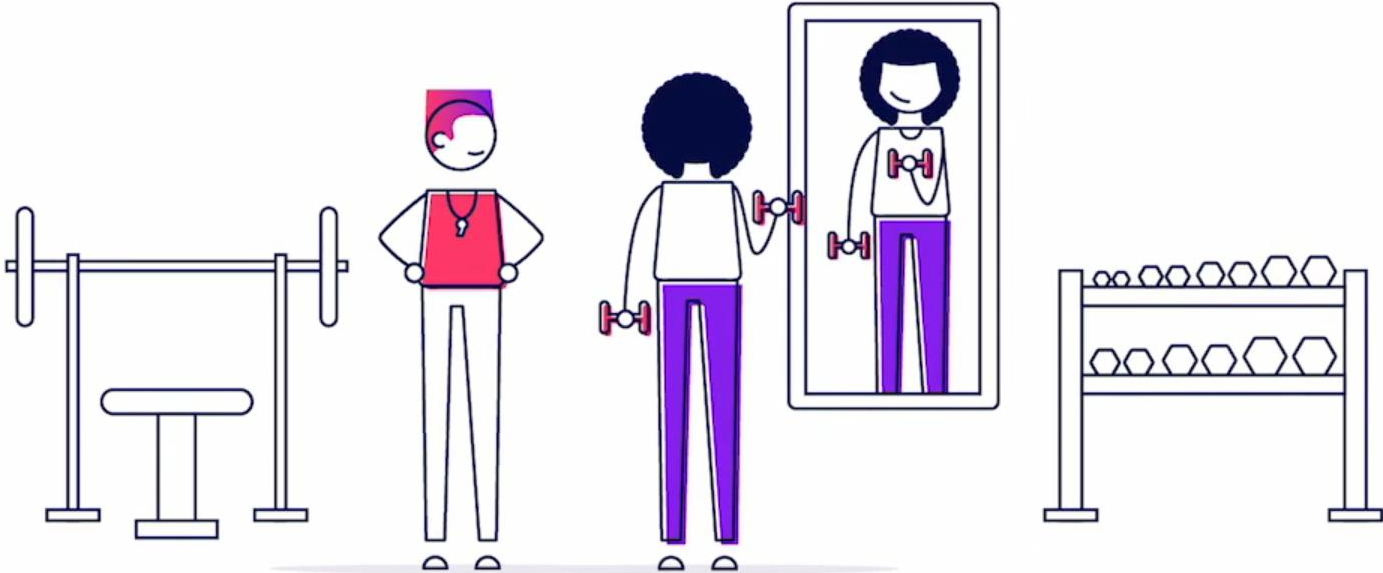
What's  
**Important**  
to You?

# How to move from surviving to thriving through change



# How to move from surviving to thriving through change

## 1. Well-being



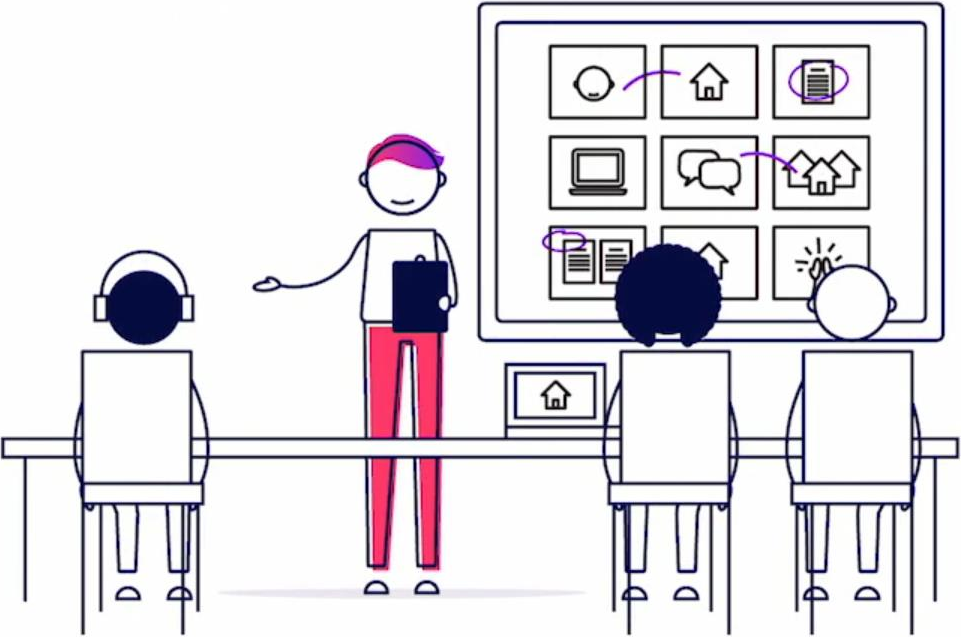
# How to move from surviving to thriving through change

## 2. Community



# How to move from surviving to thriving through change

## 3. Skills and capabilities



# How to move from surviving to thriving through change

## 4. Career



# How to move from surviving to thriving through change

## 5. Environment and routine





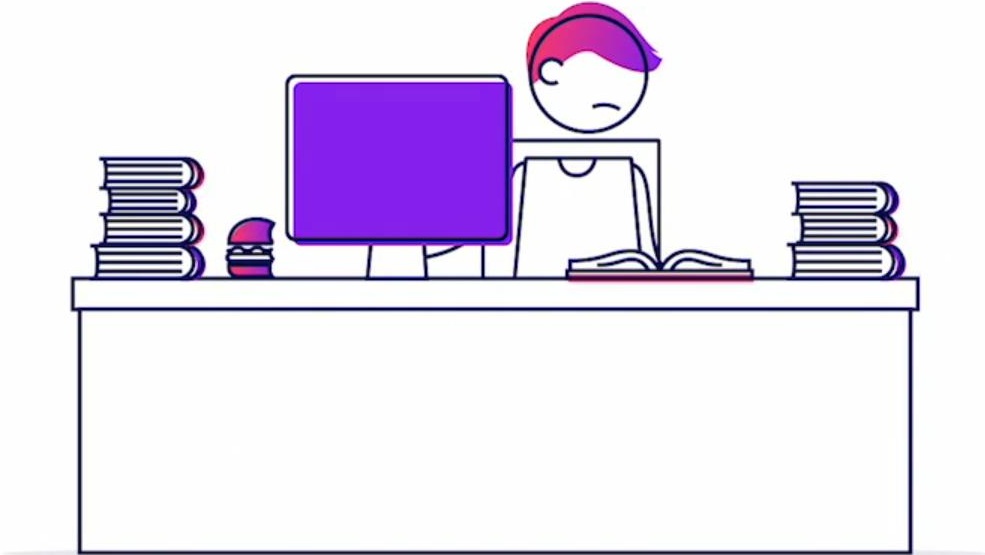
IT'S OKAY  
TO FEEL  
OVERWHELMED

# How to move from surviving to thriving through change



Power up with what you need to thrive.

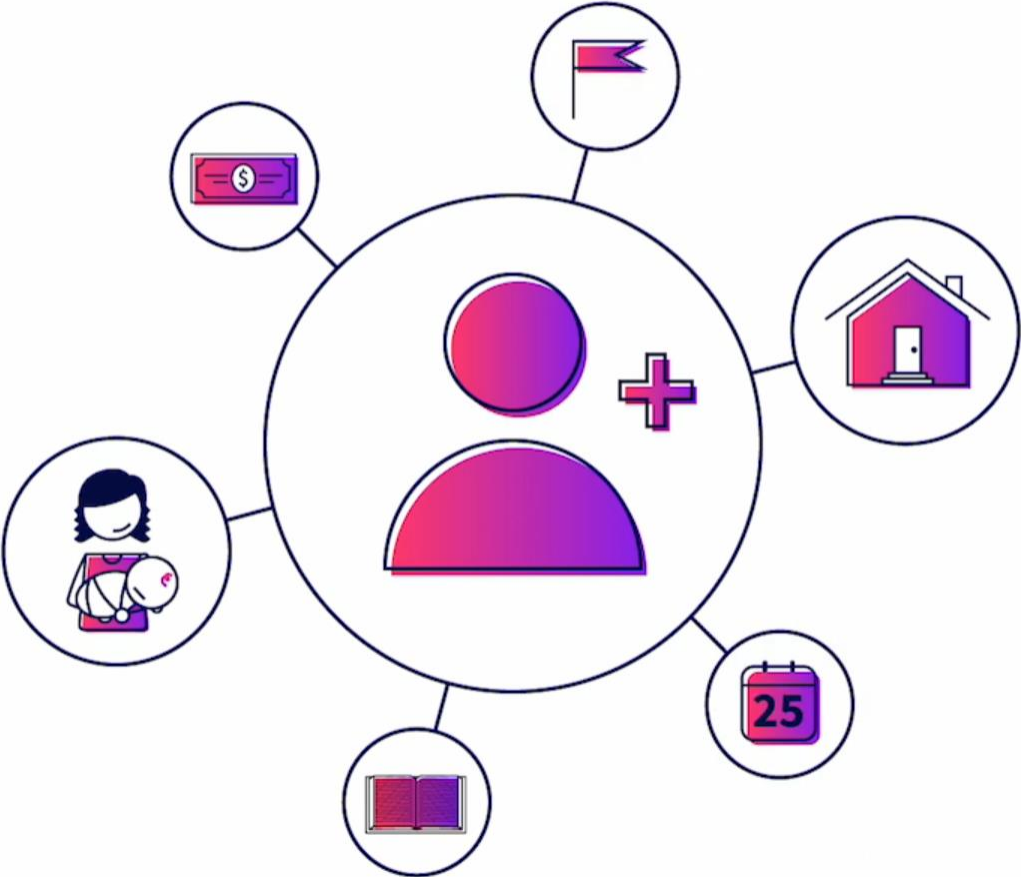
# Power up your well-being in times of change



## Defining Your Well-Being

- What do you want to show up for?

# Power up your well-being in times of change



## Defining Your Well-Being

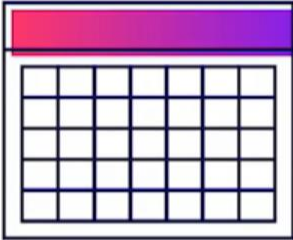
- What lifelines do you need to show up?
  - People that support you
  - Routines that keep you healthy

# Power up your well-being in times of change



Record your lifelines so you can remind yourself of what you need.

# Power up your well-being in times of change



Review a typical week and consider how you can weave your lifelines in.



## Defining Your Well-Being

- What could derail your well-being?



**Derailer**

Anything that can throw your plans for well-being off course

# Power up your community in times of change



# Power up your community in times of change



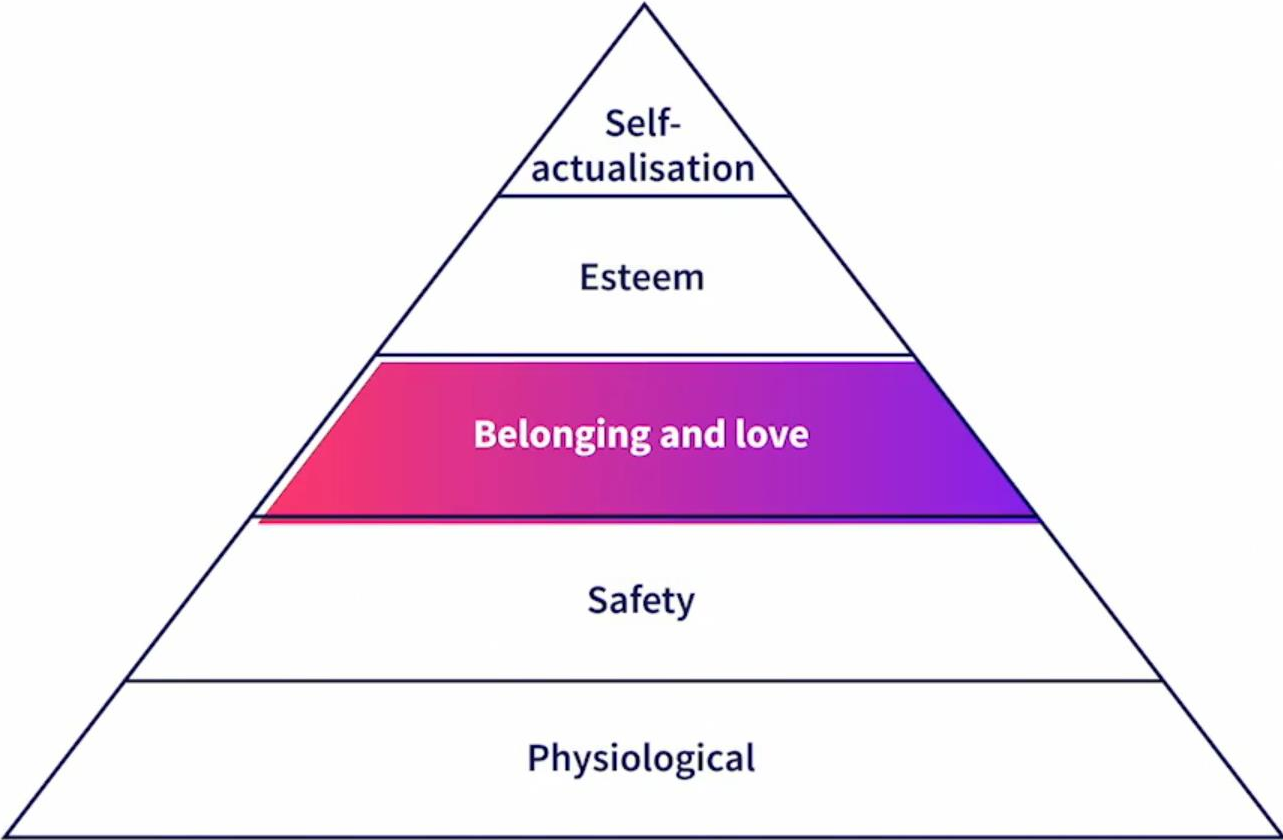
A sense of belonging and connectivity  
helps protect us.

# Power up your community in times of change



“Cohesiveness in communities”

# Power up your community in times of change



# Power up your community in times of change



## Power Up through Community

1. Who is in your network?

## Power Up through Community

- 1.** Who is in your network?
- 2.** How do you ensure those relationships are authentic?



# Power up your skills in times of change

## Technical Skills

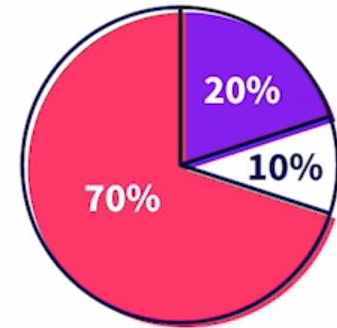
- Marketing analytics
- Cloud computing
- User experience design
- Project management
- Technical Writing
- Coding
- Cybersecurity
- Data analysis

## Bedrock Skills

- Leadership
- Creativity
- Adaptability
- Persuasion
- Emotional Intelligence

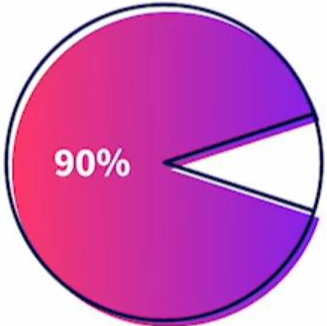
## 70-20-10 Learning Model

- On the job
- From others
- Formal training



## 70-20-10 Learning Model

- What you're already doing



10% formal training

20% observing others

# Power up your skills in times of change

Find a mentor who has the skill you're trying to learn.



70% stretch objectives,  
new projects

## The Gig Economy

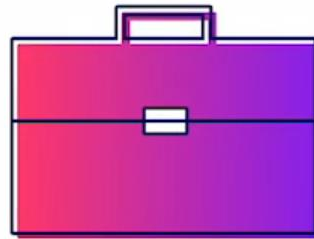
Freelance and project-by-project roles that are a fantastic way to test and enhance adaptability



# Power up your career in times of change



# Power up your career in times of change



A move across an organisation can be as valuable as a step up the ladder.

# Power up your career in times of change

| Is there another part of your business  
that you've always been interested in?

| Is there a leader you'd love to learn from?

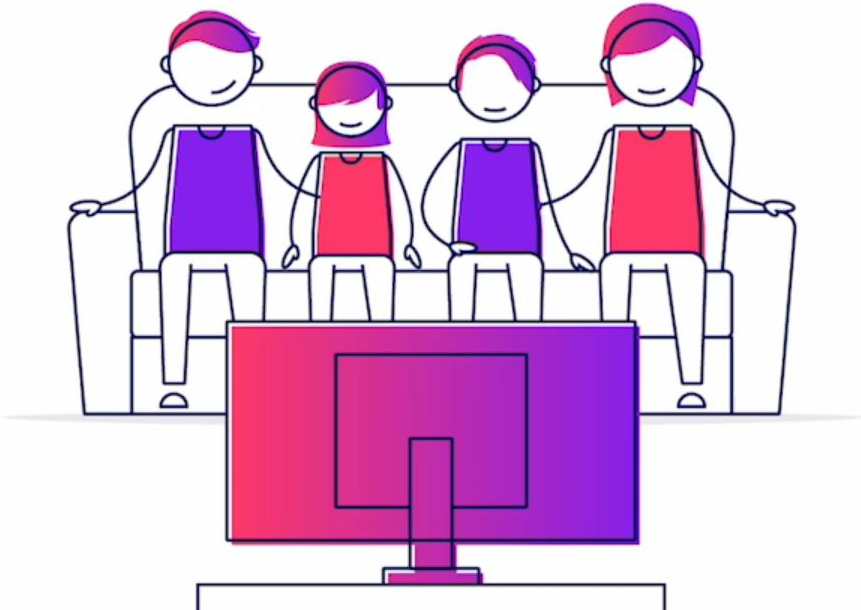
# Power up your environment and routine in times of change



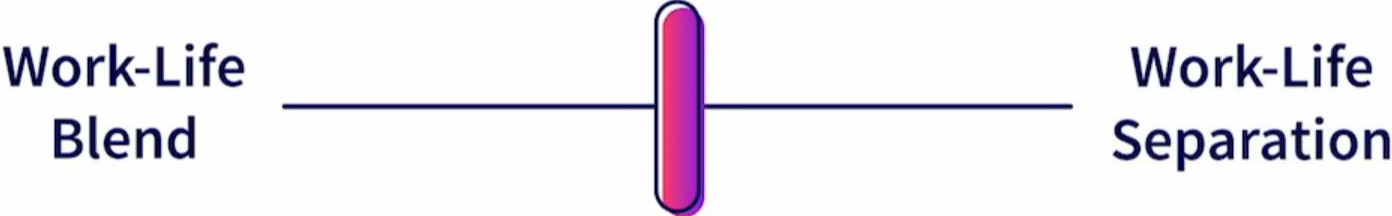
# Power up your environment and routine in times of change



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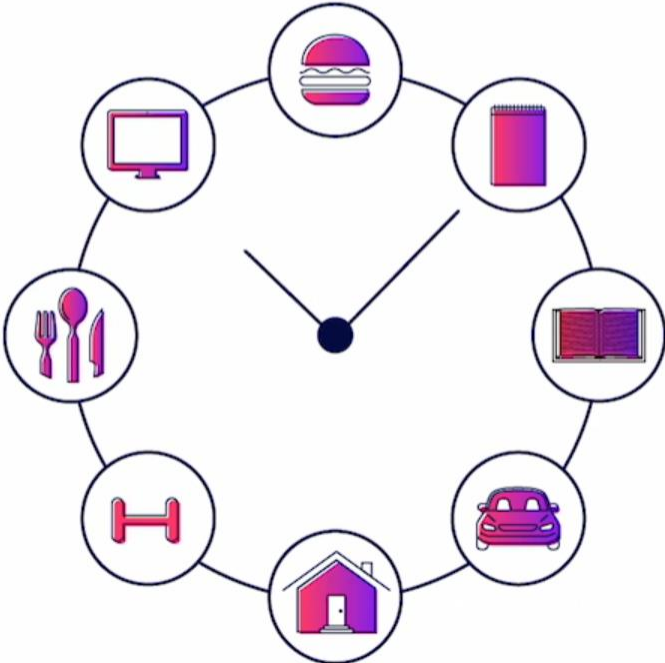
## Power Up Your Routine

- Where and when do you do your best work?
- What time of day do you have the most energy?
- What resources can you draw on to be your best?



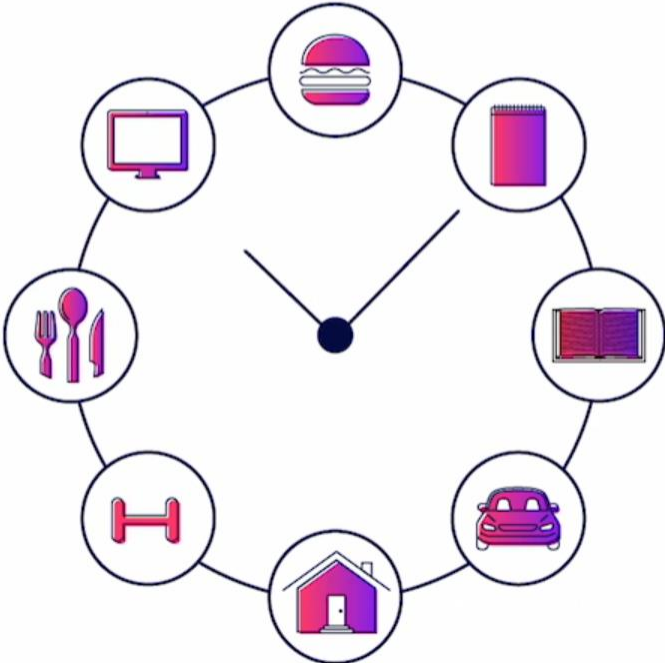
# Power up your environment and routine in times of change

Are there tweaks you can make to your work environment and routine?



# Power up your environment and routine in times of change

Are there tweaks you can make to your work environment and routine?



# Managing Organizational Change for Managers



# Managing Organizational Change for Managers



As Marissa Mayer ends a work-at-home policy at Yahoo, what the data show about working from home.



**Forbes**

LEADERSHIP

## Back To the Stone Age? New Yahoo CEO Marissa Mayer Bans Working From Home

Jenna Goudreau Forbes Staff  
*I write about business and women's leadership.*

[Follow](#)

Feb 25, 2013, 04:31pm EST

Lead your team through change.



## Change Management

Applying structured approach to achieve:

Current state → Future state  
Expected benefits/  
organizational objectives

## How to Influence and Lead through Change

- 1 Build trust.
- 2 Keep your word.

# Managing Organizational Change for Managers



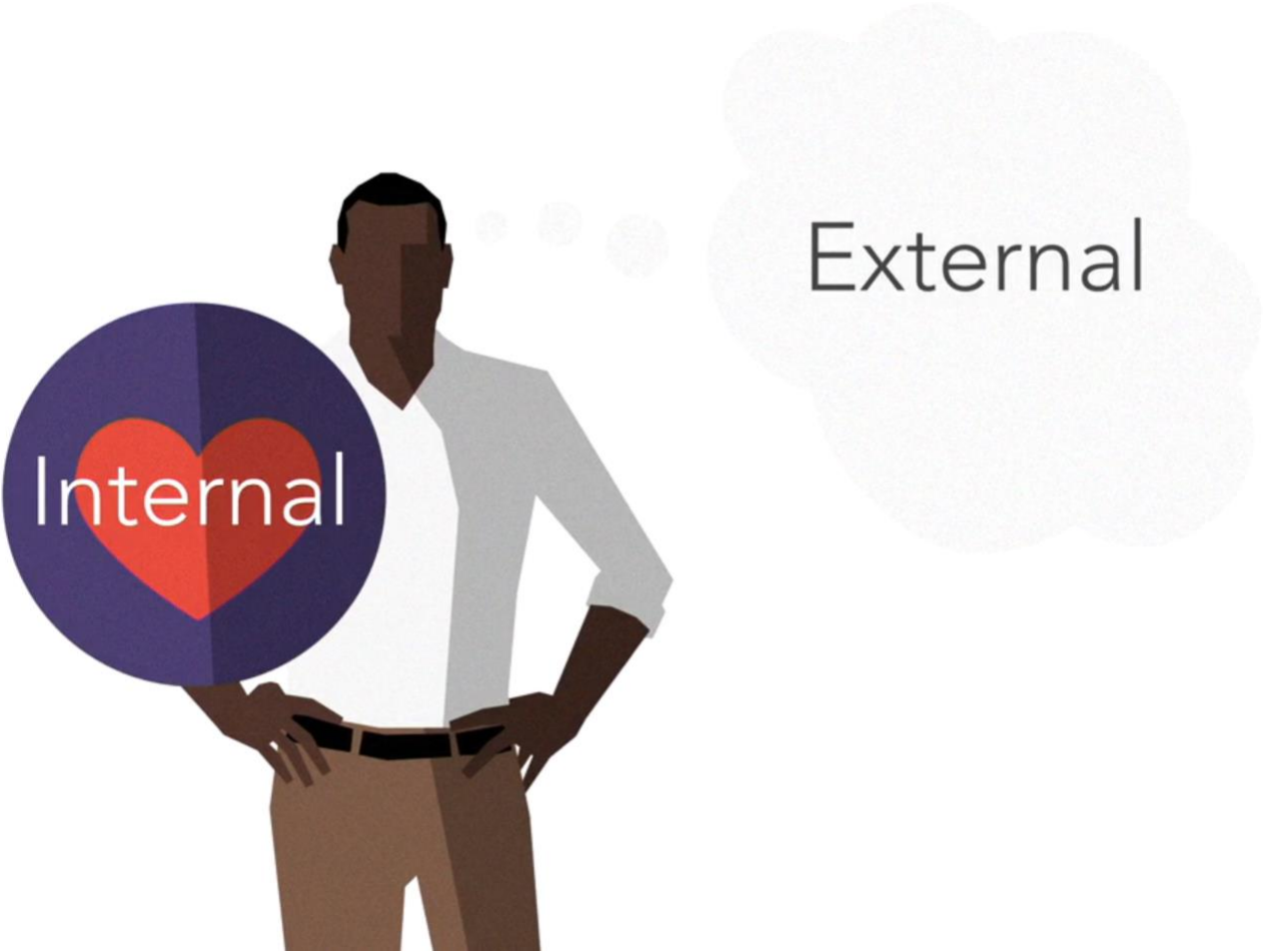


## How to Handle Change You Don't Agree with

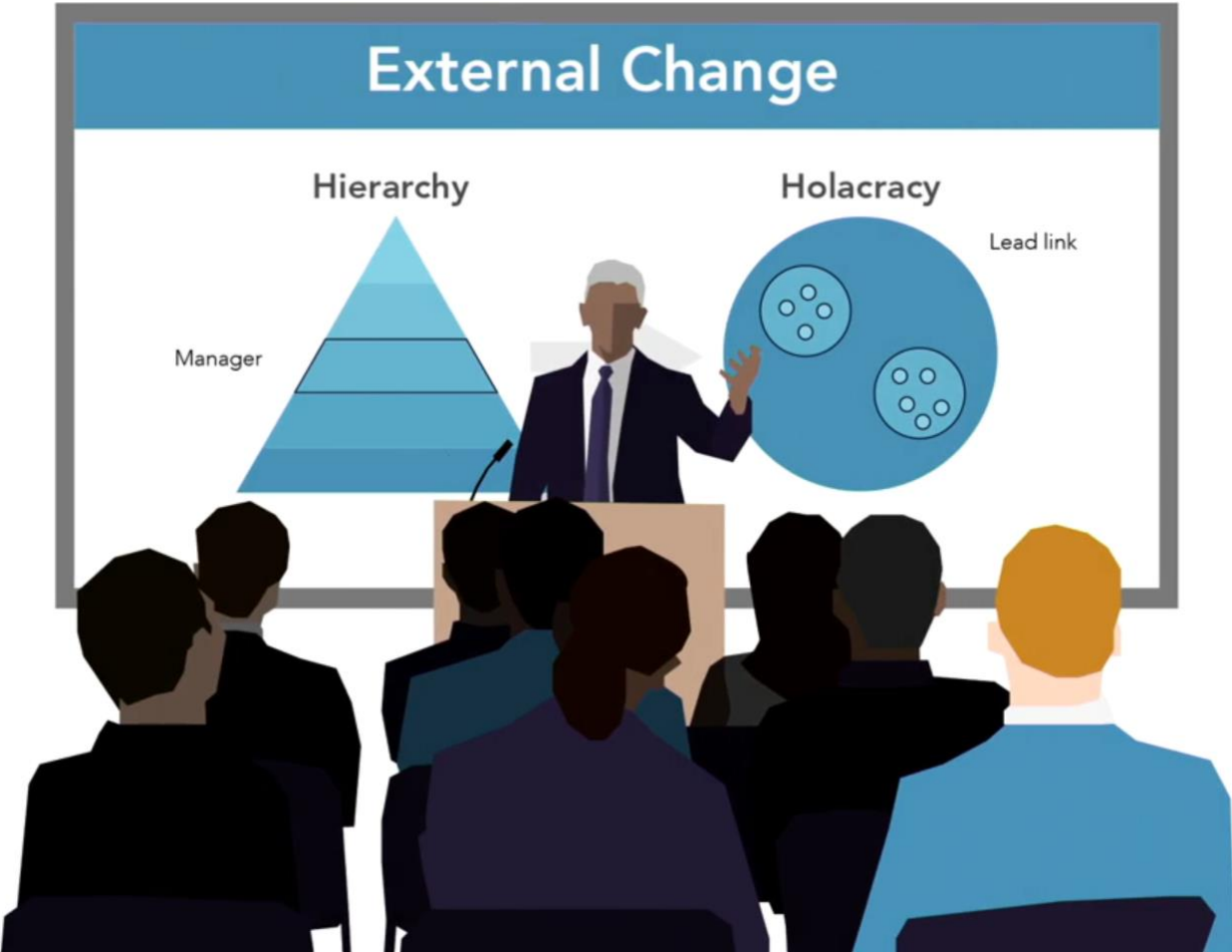
- 1 Confirm your understanding.
- 2 Share appropriately.
- 3 Reframe the change.
- 4 Make a decision.

**YOUR  
CHANGE  
REALITY**

# Internal versus external



# Internal versus external



# Internal Change



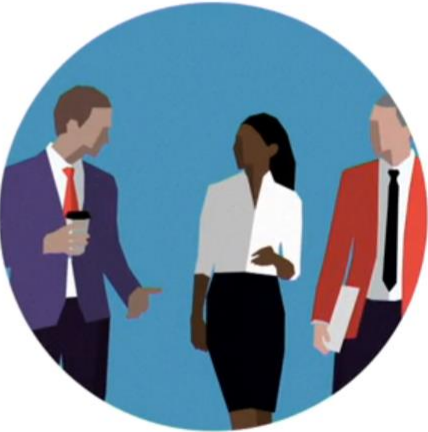
# Objective of Change Management

Address the internal transition process.

# Objective of Change Management

Help each individual deal with change for him or herself.

# Internal versus external





# Questions to Ask Employees During Change

- 1** Is there anything confusing or unclear about the change that I can help you better understand?
- 2** What will this change take away from your work? What does the change add to your work?
- 3** How do you see how this change is supporting our values and our strategy?
- 4** On a scale of 1–10, how agreeable are you to this change?
- 5** What needs to happen to increase that number?

Think about the last significant change you experienced.

How long did it take you to fully adjust and perform at your best?

Change takes time.

It's a process of learning and adjusting.

# The change curve

**1** Become aware.



# The change curve

**1** Become aware.

**2** Accept.



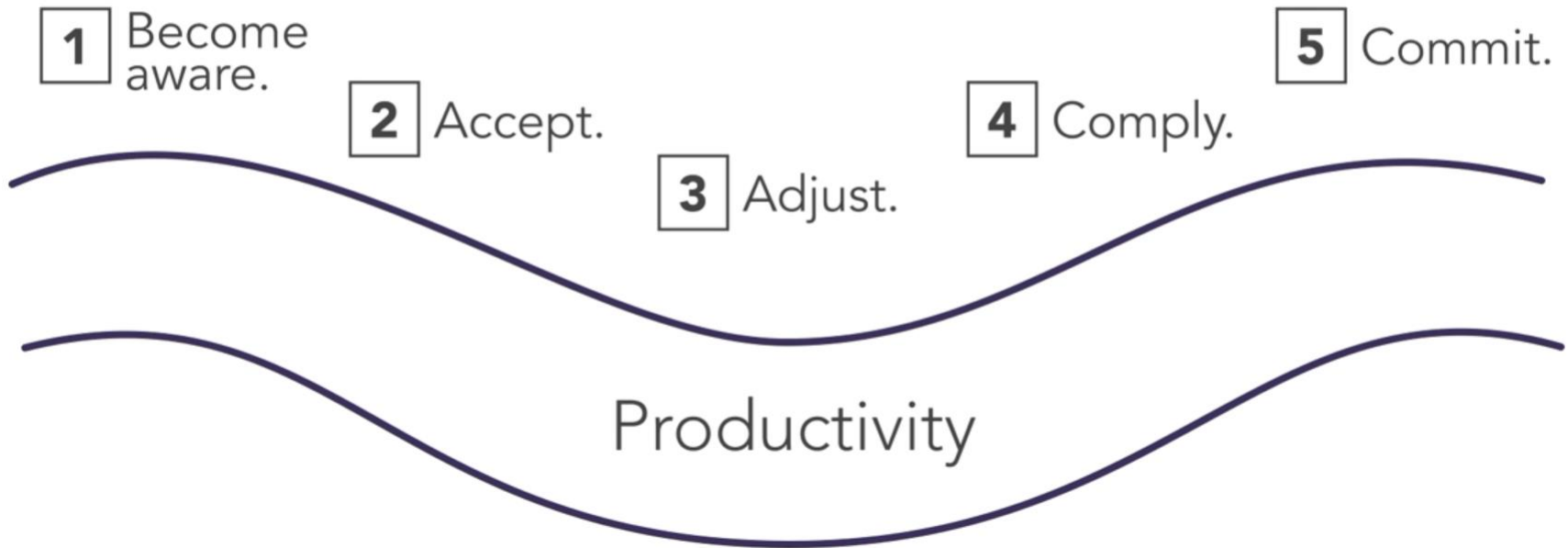
# The change curve



# The change curve



# The change curve



# The change curve

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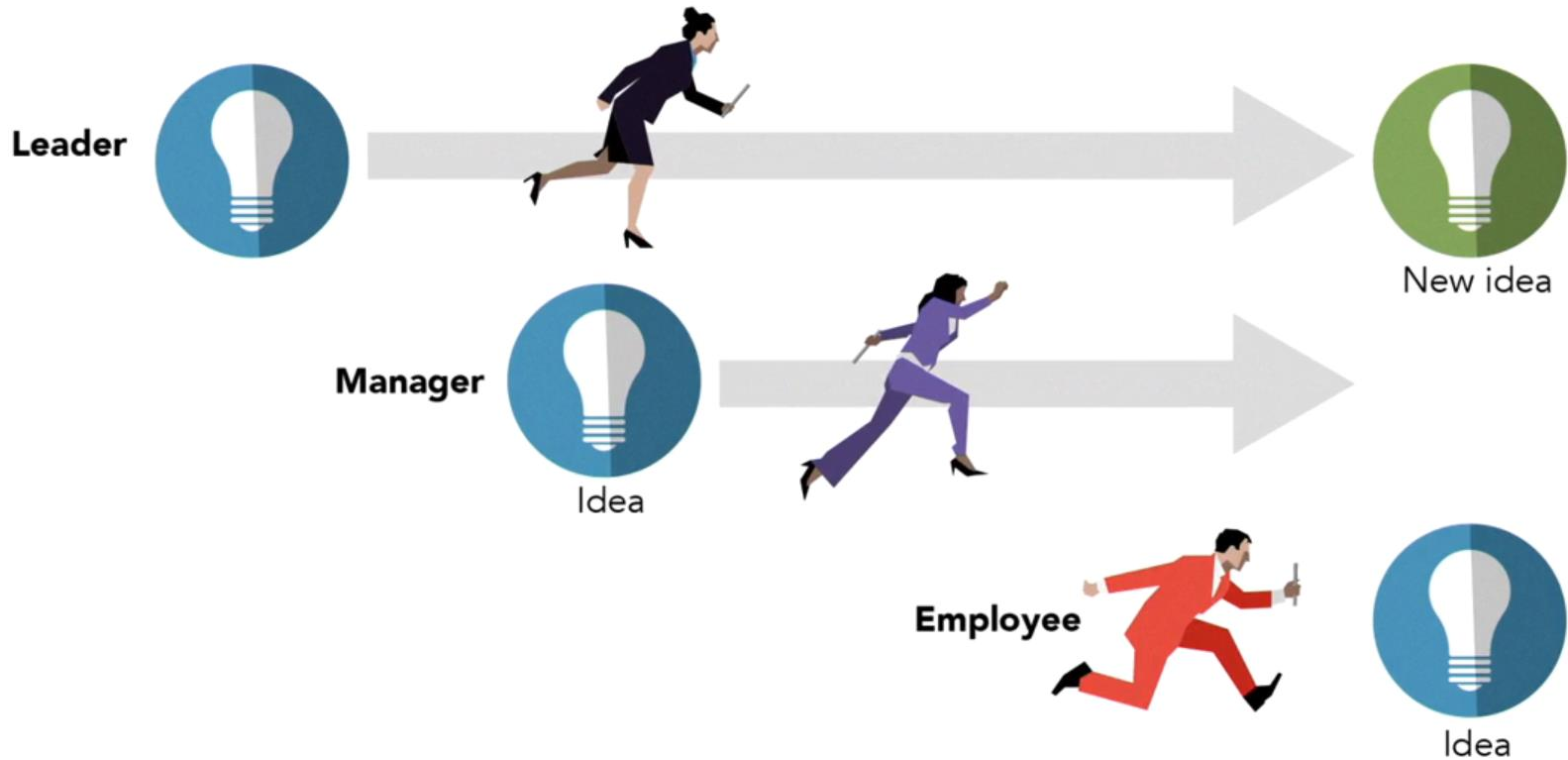
- 1** Change is different for everyone.
- 2** Change is a process.
- 3** The change process takes time.



# The relay race of change



## Relay Race of Change



# The relay race of change

1

Leaders assume that everyone is as excited as they are about the change.



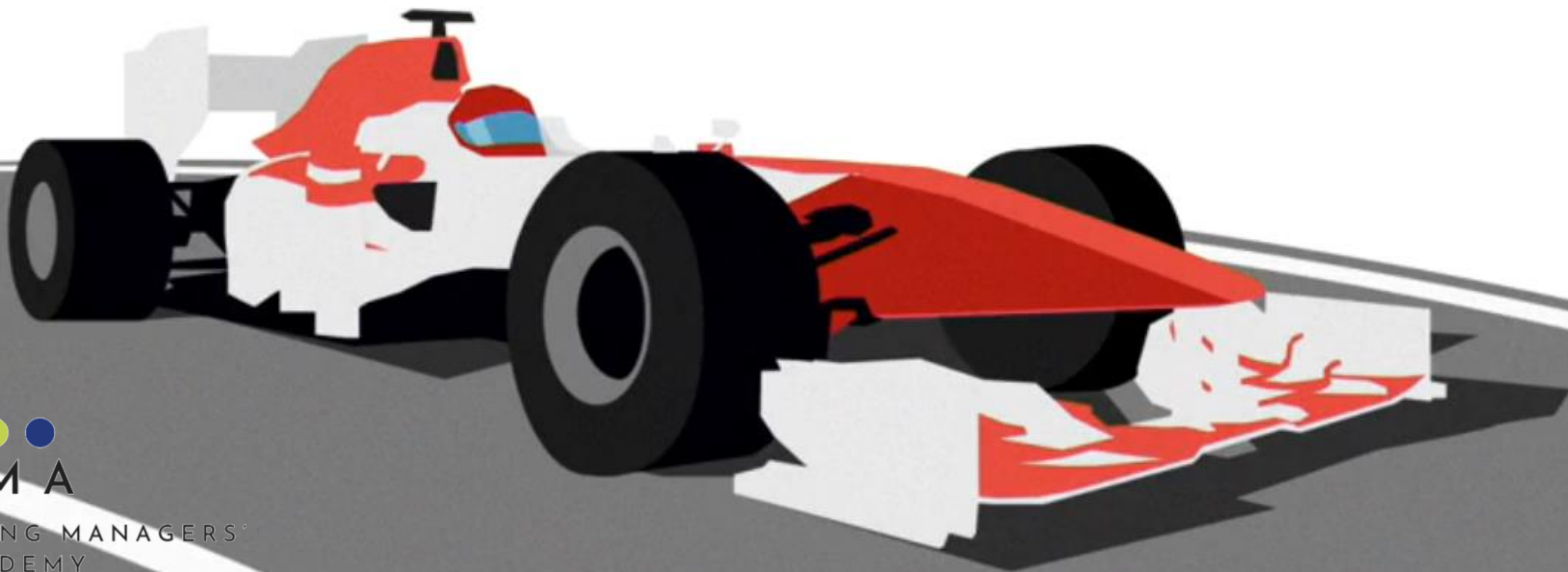
# The relay race of change

- 2** Leaders often overestimate the ease of implementation.



## Overcome the Relay Race of Change

- 1 Be realistic.
- 2 Slow down.
- 3 Respect the change process.



There's more than one way to peel a potato.

Managing change ensures support.



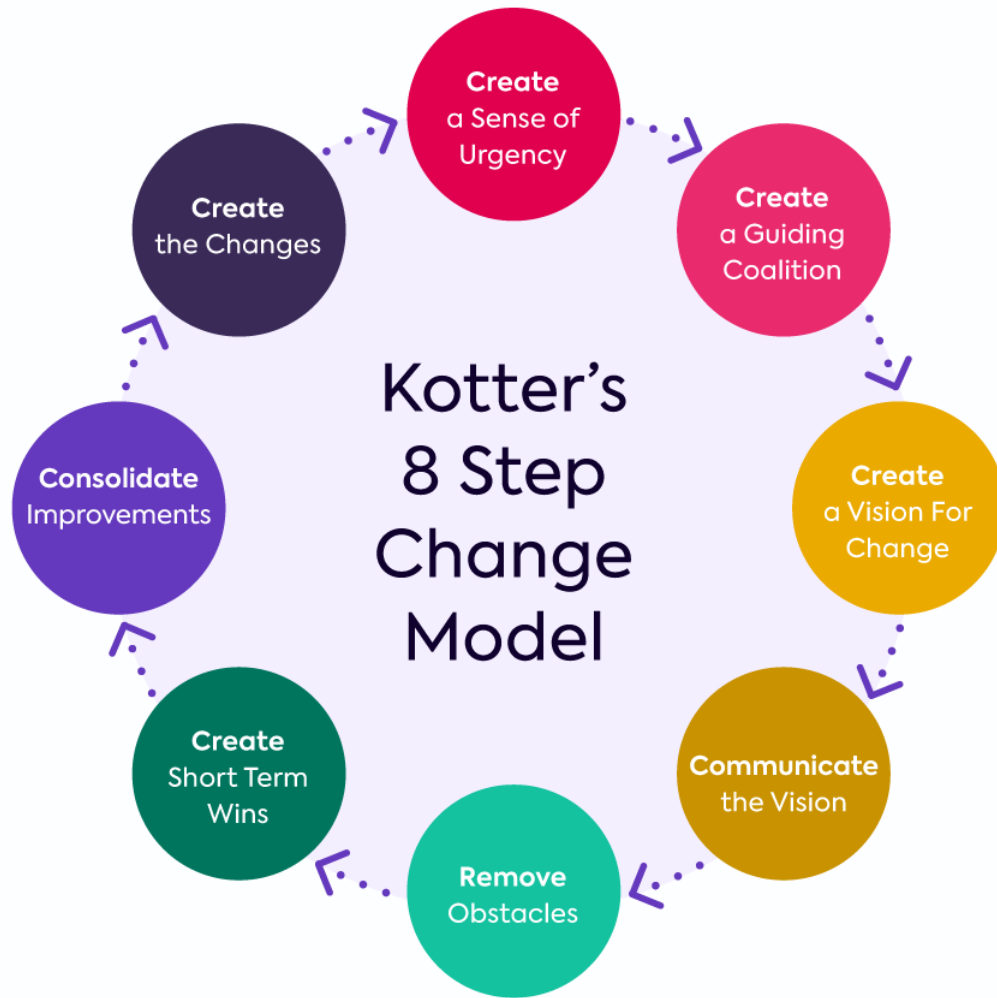
# Change Management Models

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- Kotter's 8 Steps for Leading Change
- ADKAR Model from ProSci
- Lewin's Framework of Unfreeze, Change, Refreeze



# Kotter's 8 Step Change Model



# ADKAR MODEL

The Prosci ADKAR Model is an individual change framework created by Jeff Hiatt. ADKAR is an acronym that represents the five building blocks of successful change for an individual

## Desire

Elements in the subjects that have some purposes & goals for the business company

## Ability

Elements in the subjects that have some purposes & goals for the business company



## Awareness

Elements in the subjects that have some purposes & goals for the business company

## Knowledge

Elements in the subjects that have some purposes & goals for the business company

## Reinforcement

Elements in the subjects that have some purposes & goals for the business company

# Lewin's Change Model

## Unfreeze

1. Recognize the need for change
2. Determine what needs to change
3. Encourage the replacement of old behaviors and attitudes
4. Ensure there is strong support from management
5. Manage and understand the doubts and concerns



## Change

1. Plan the changes
2. Implement the changes
3. Help employees to learn new concept or points of view



## Refreeze

1. Changes are reinforced and stabilized
2. Integrate changes into the normal way of doing things
3. Develop ways to sustain the change
4. Celebrate success



## Reality

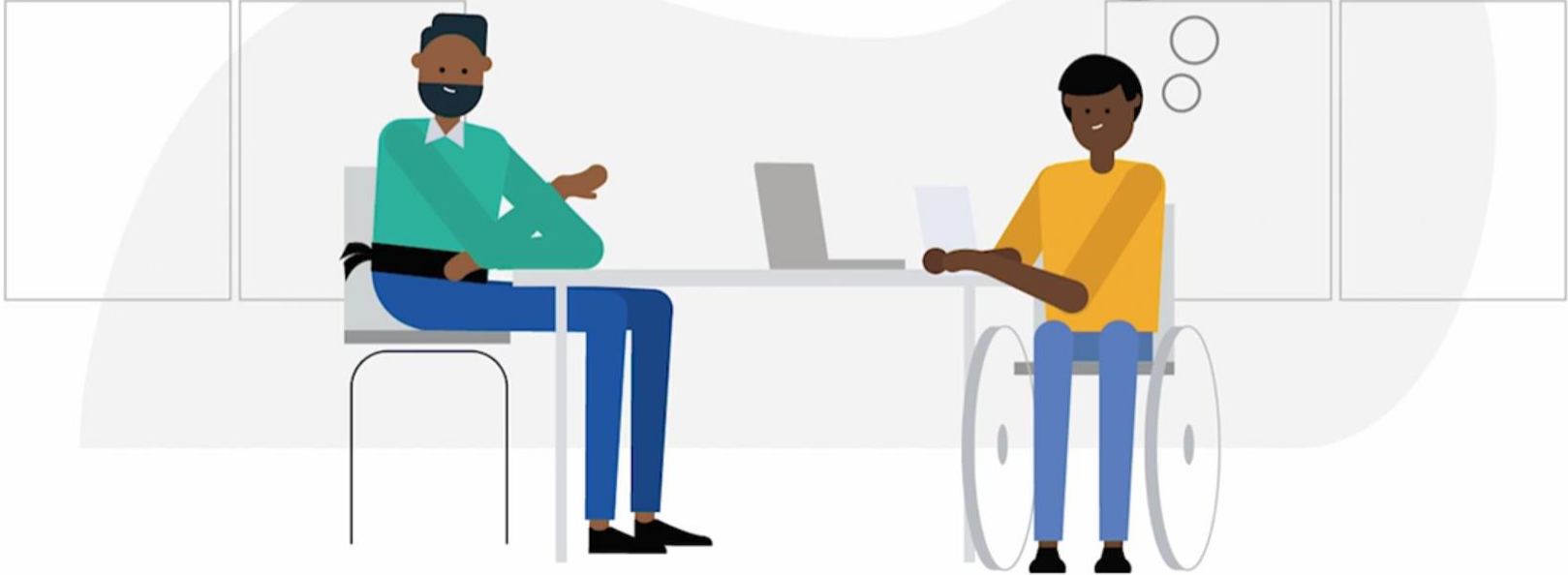


## Ideal world

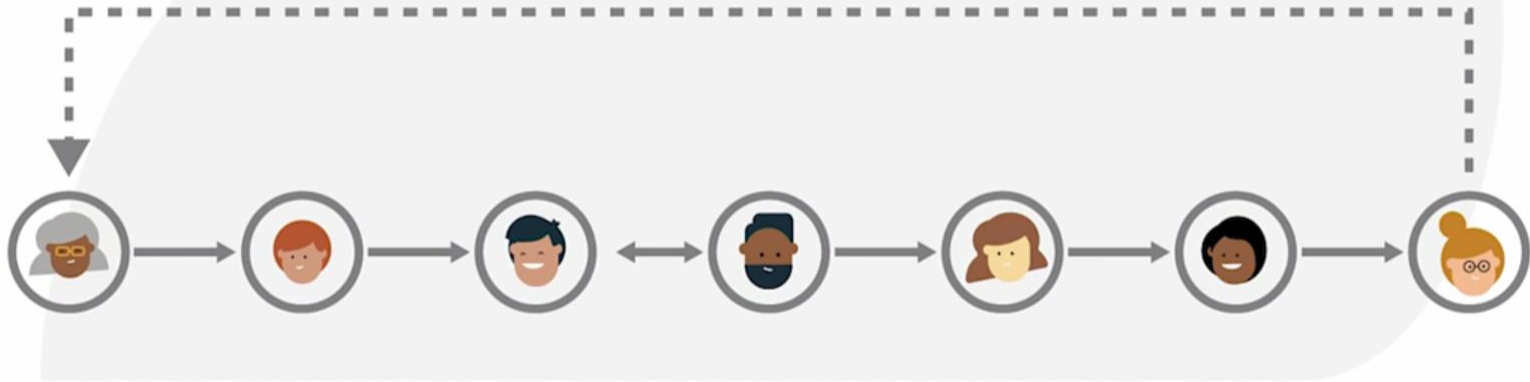




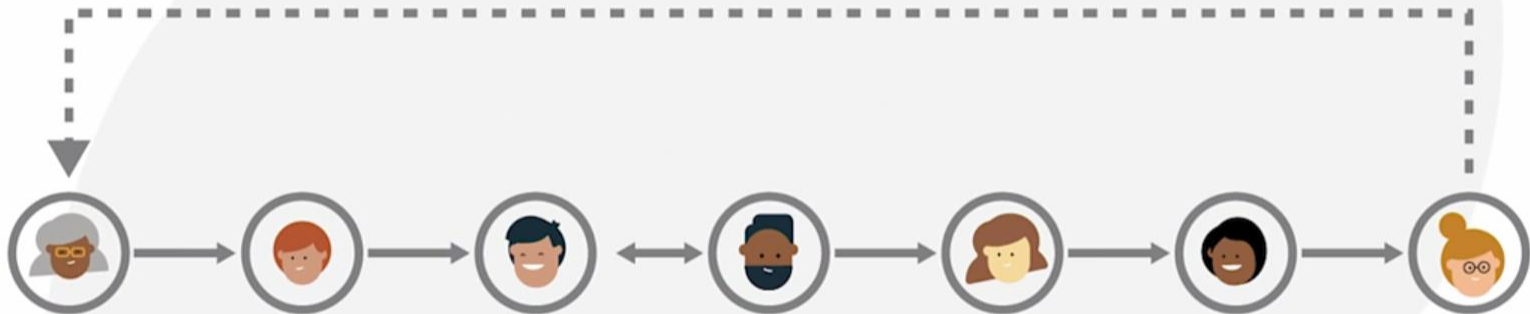
"You're not good at your job."



What are the untouchables?

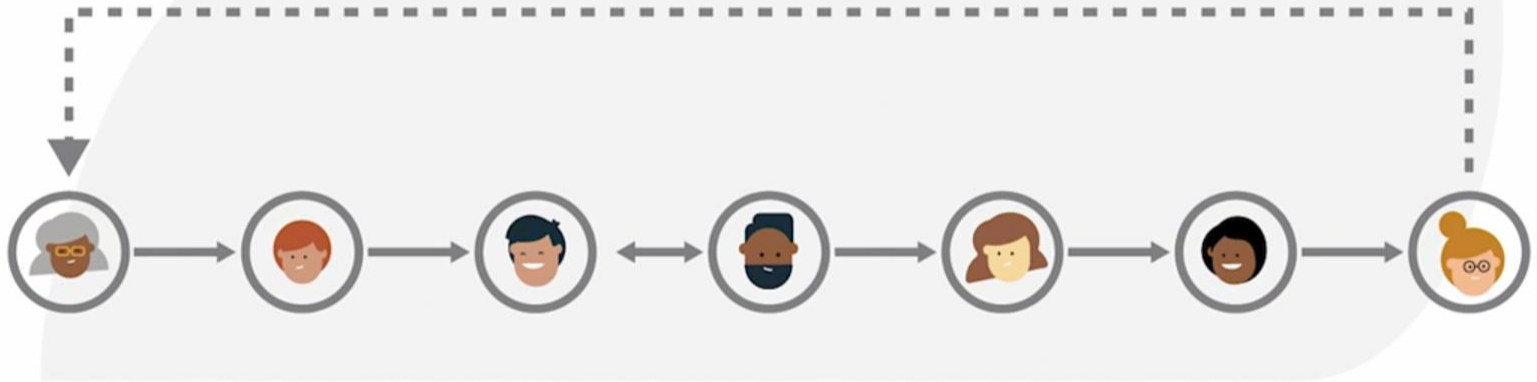


What are the needs and requirements?

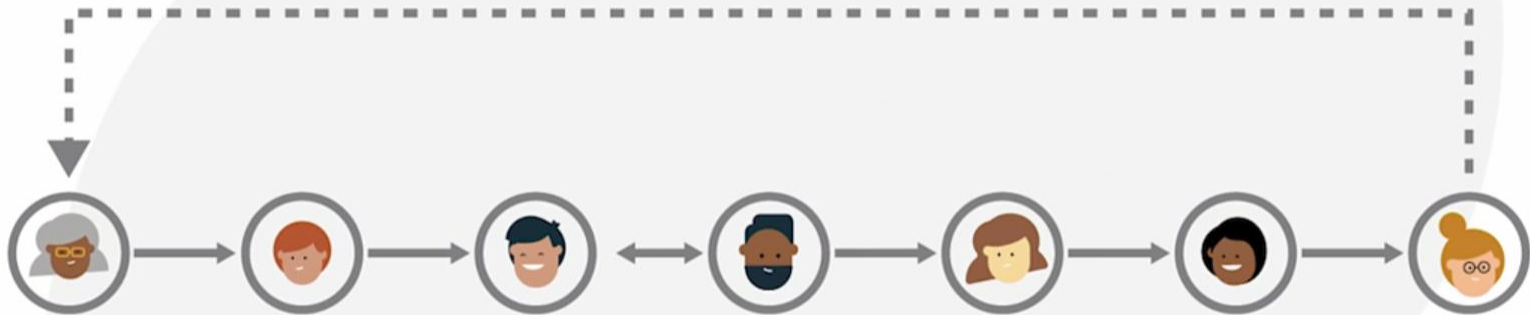


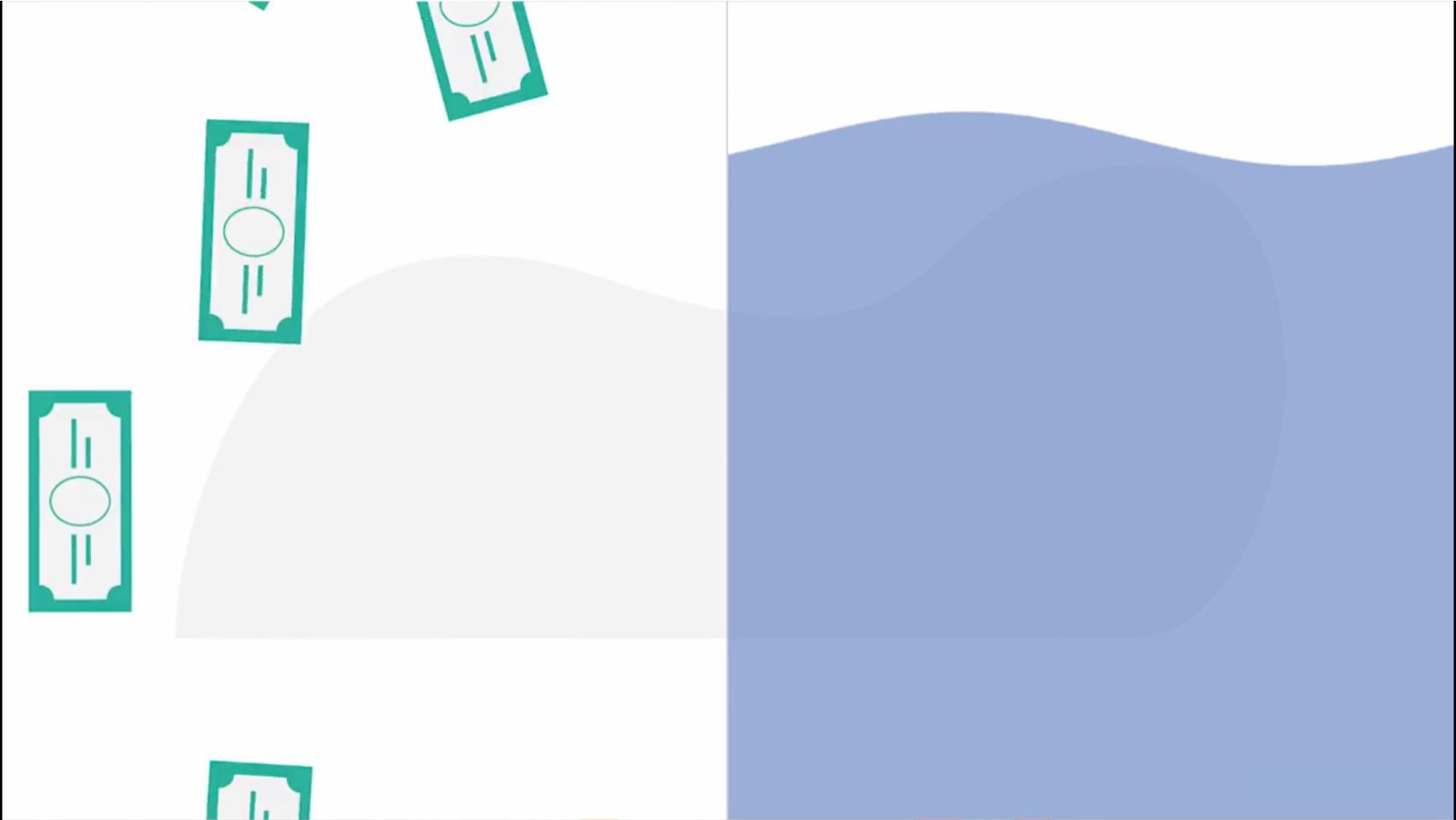


What needs to change?



Where can you be more effective?



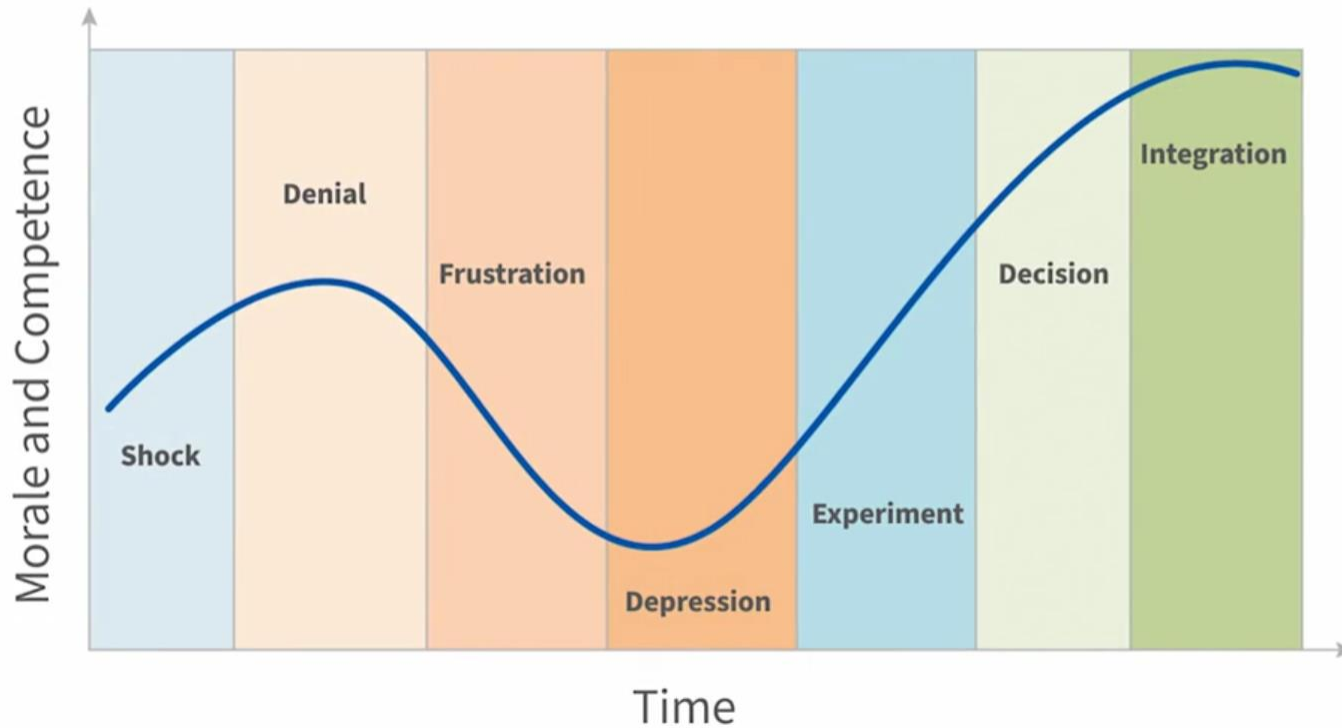


Consider the impacts of not changing.

Communicate.  
Ask questions.  
Receive feedback.



# Kübler-Ross Model



# Five Stages of Grief

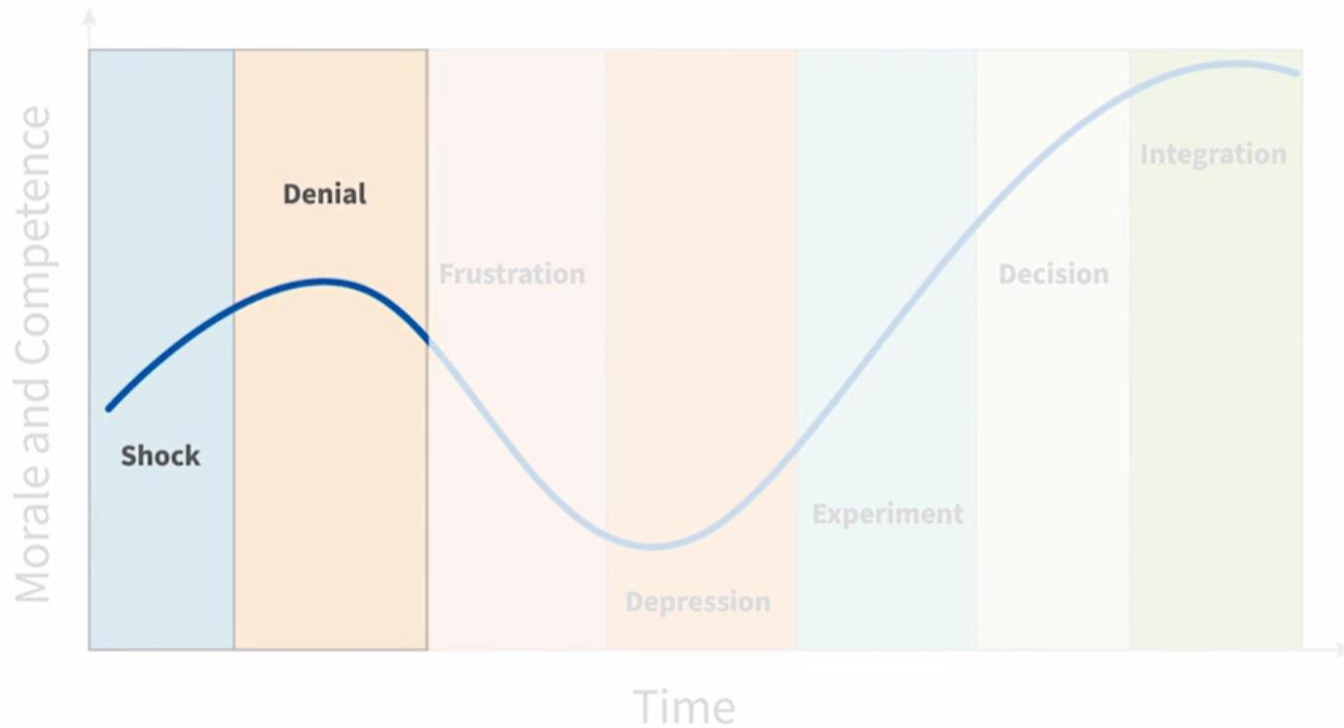
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1. Denial
2. Anger
3. Bargaining
4. Depression
5. Acceptance

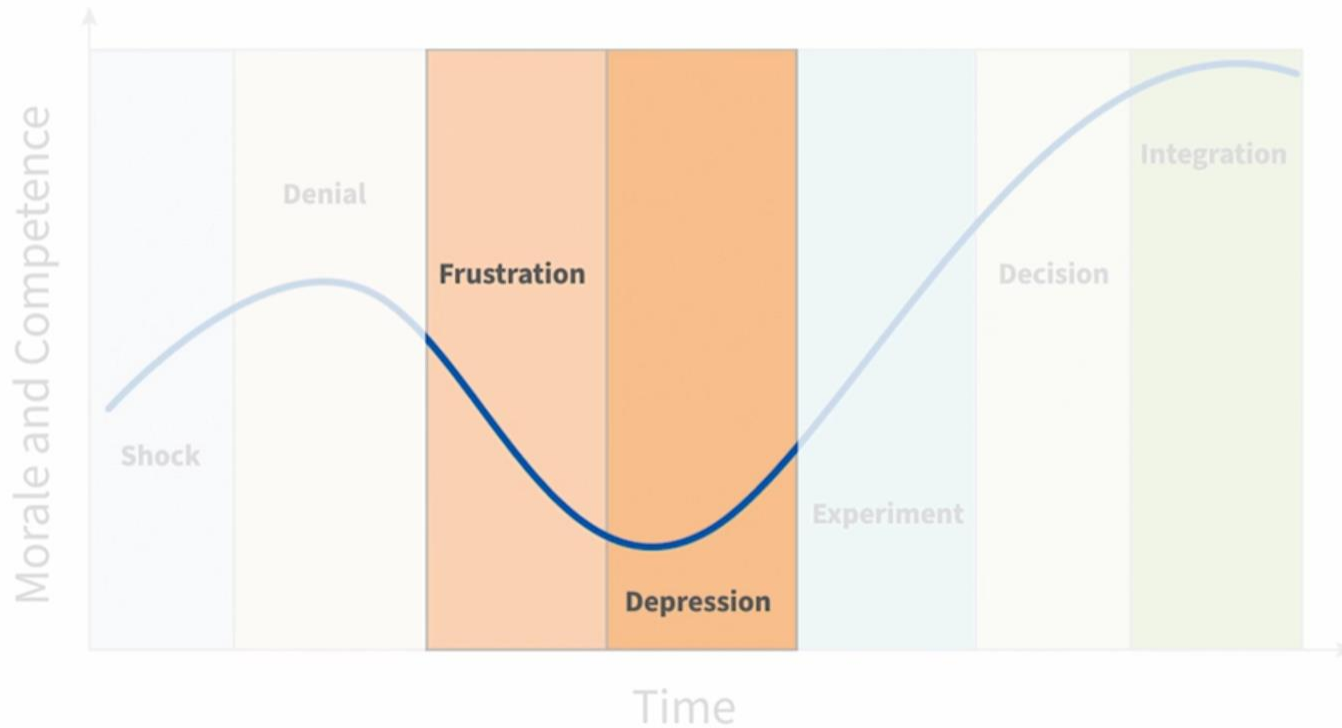




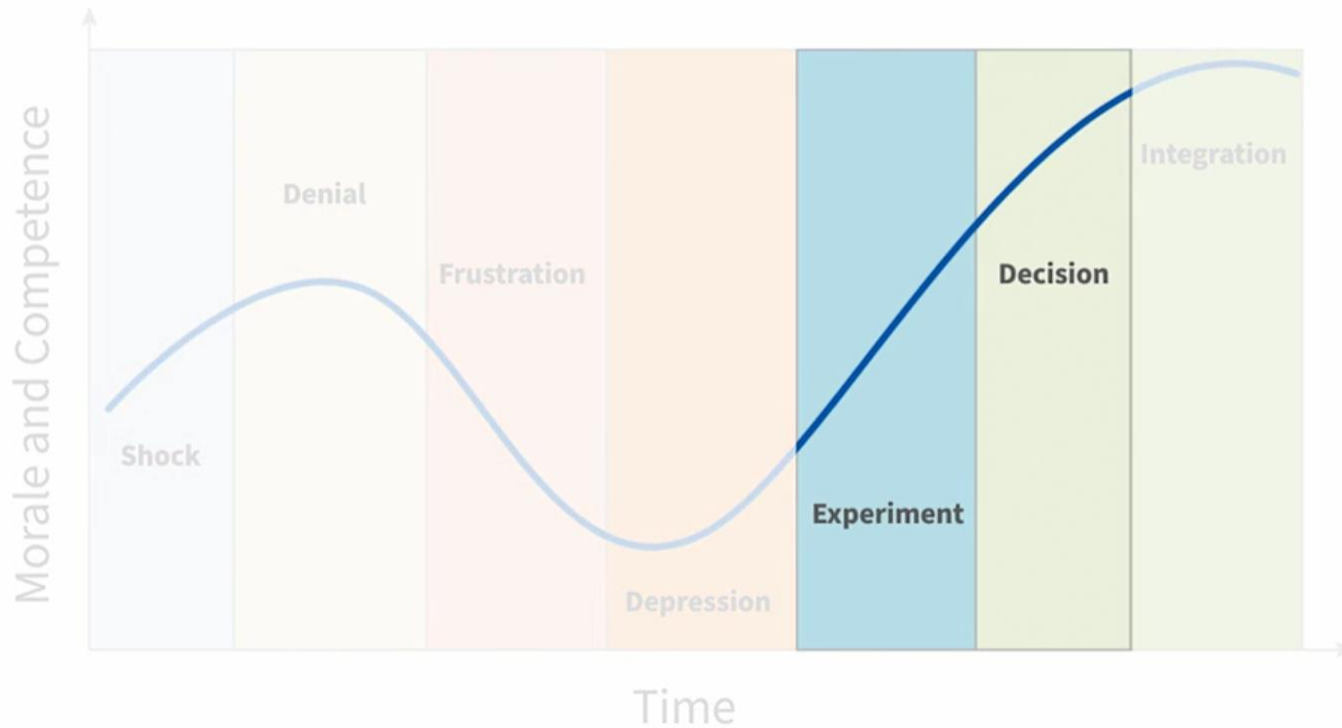
# Kübler-Ross Model



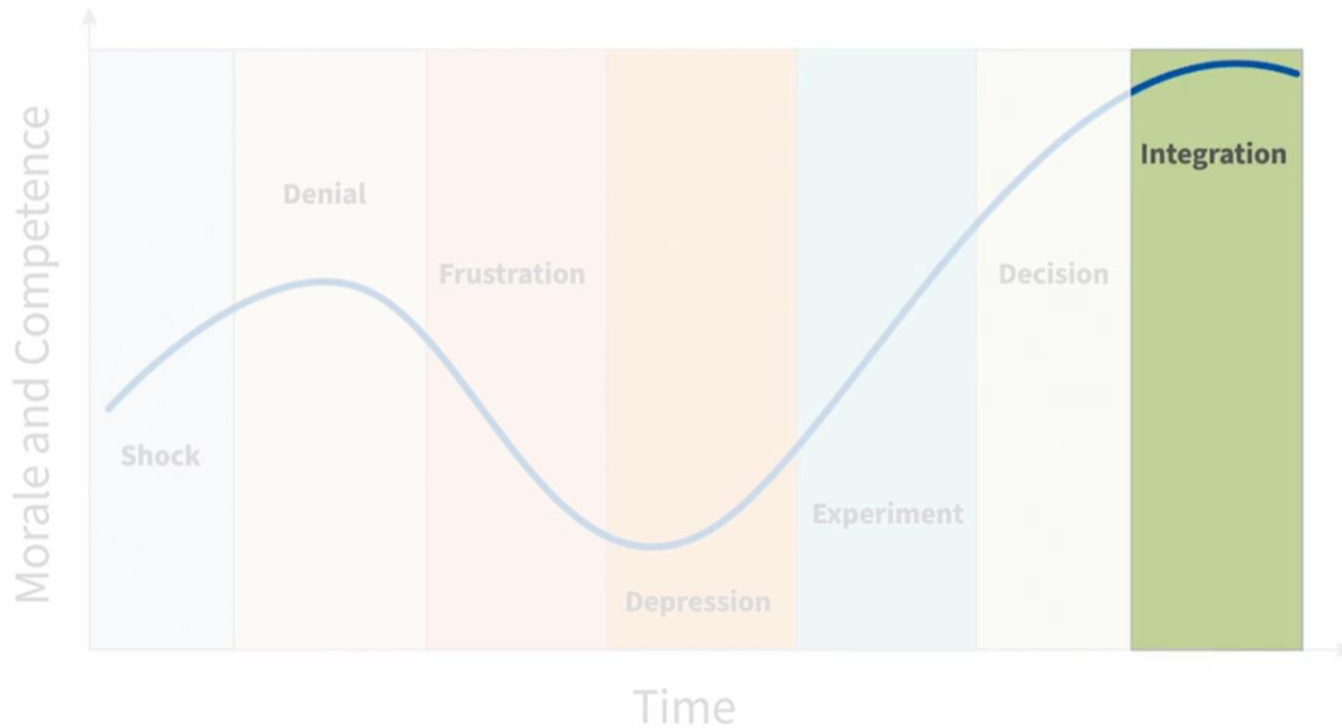
# Kübler-Ross Model



# Kübler-Ross Model



# Kübler-Ross Model



Assess the **readiness of those impacted**. Everyone navigates change in their own time.

Practice patience and kindness.

Change requires **clear, open,**  
and **transparent** communication.





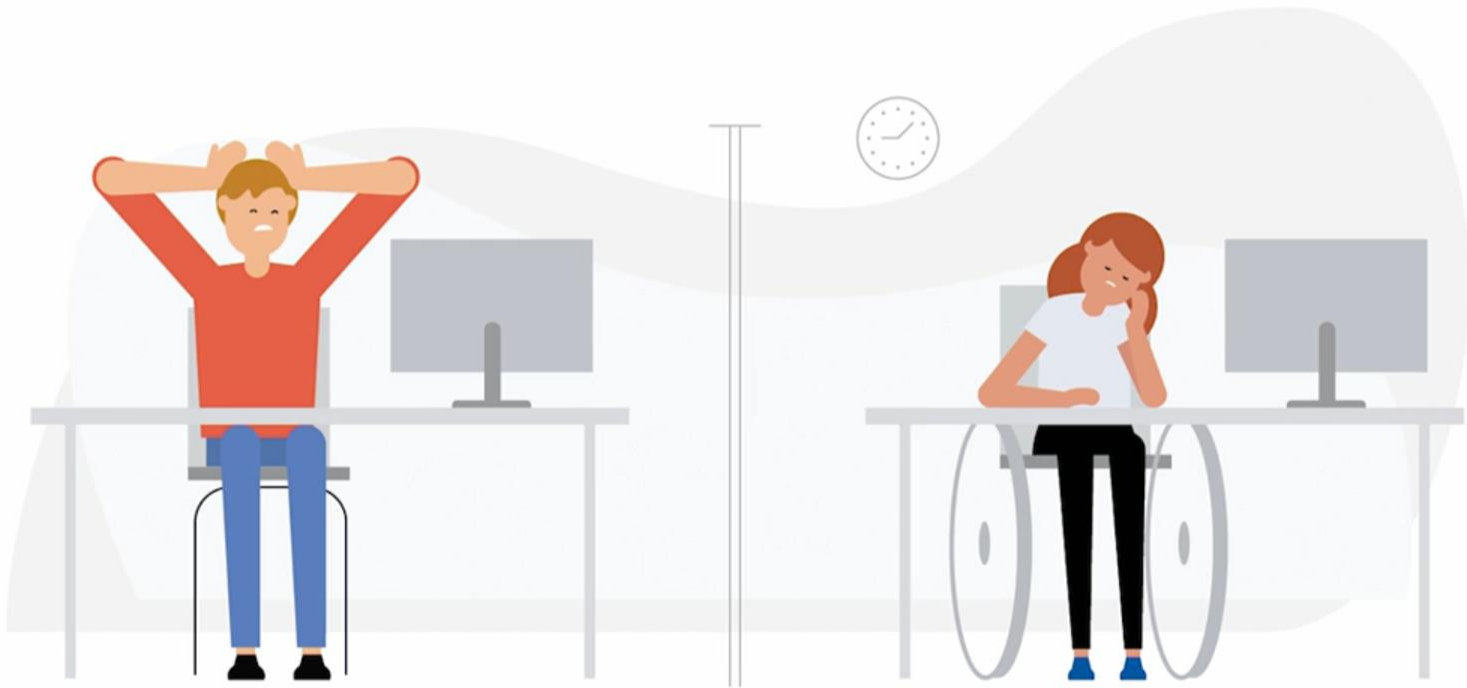


# Communicating Change

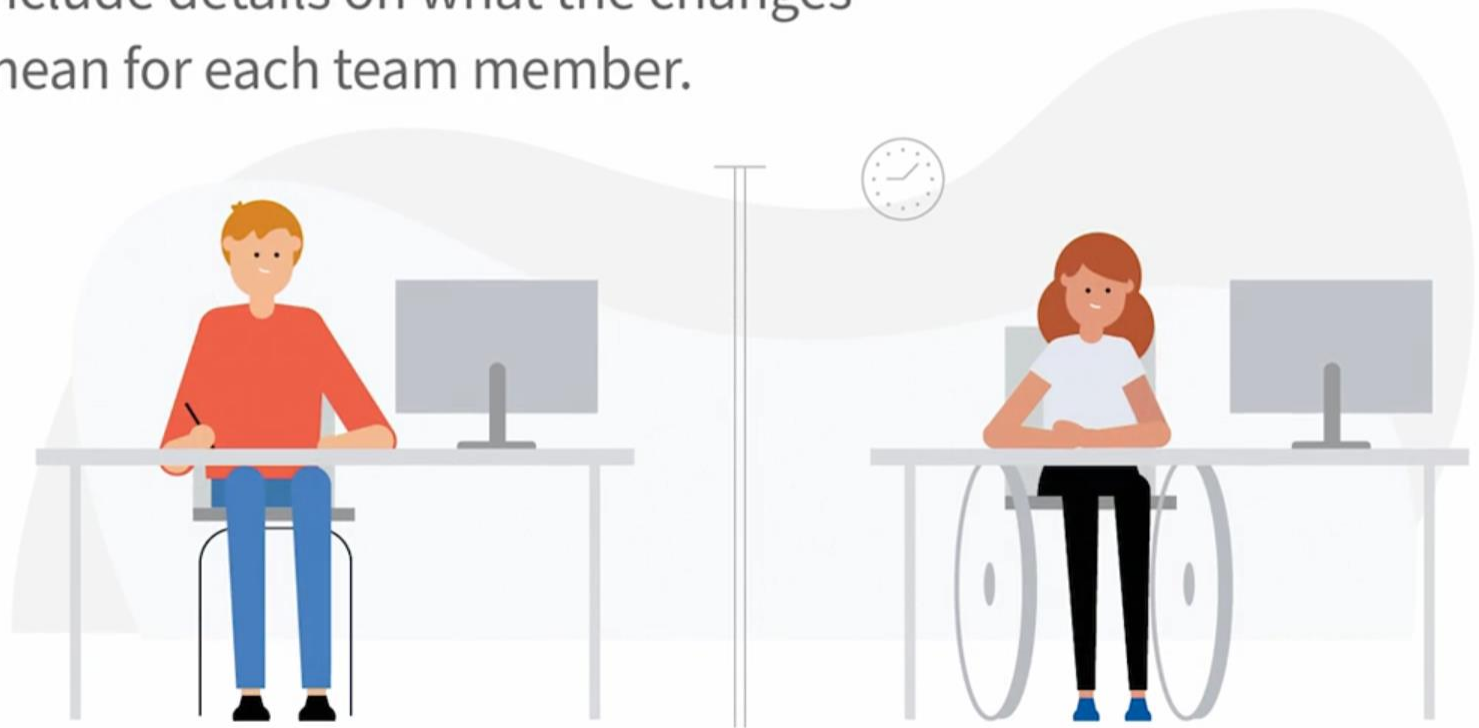
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- Content and tone can affect your staff
- Messaging should be clear and concise
- Messaging answers more questions than it creates

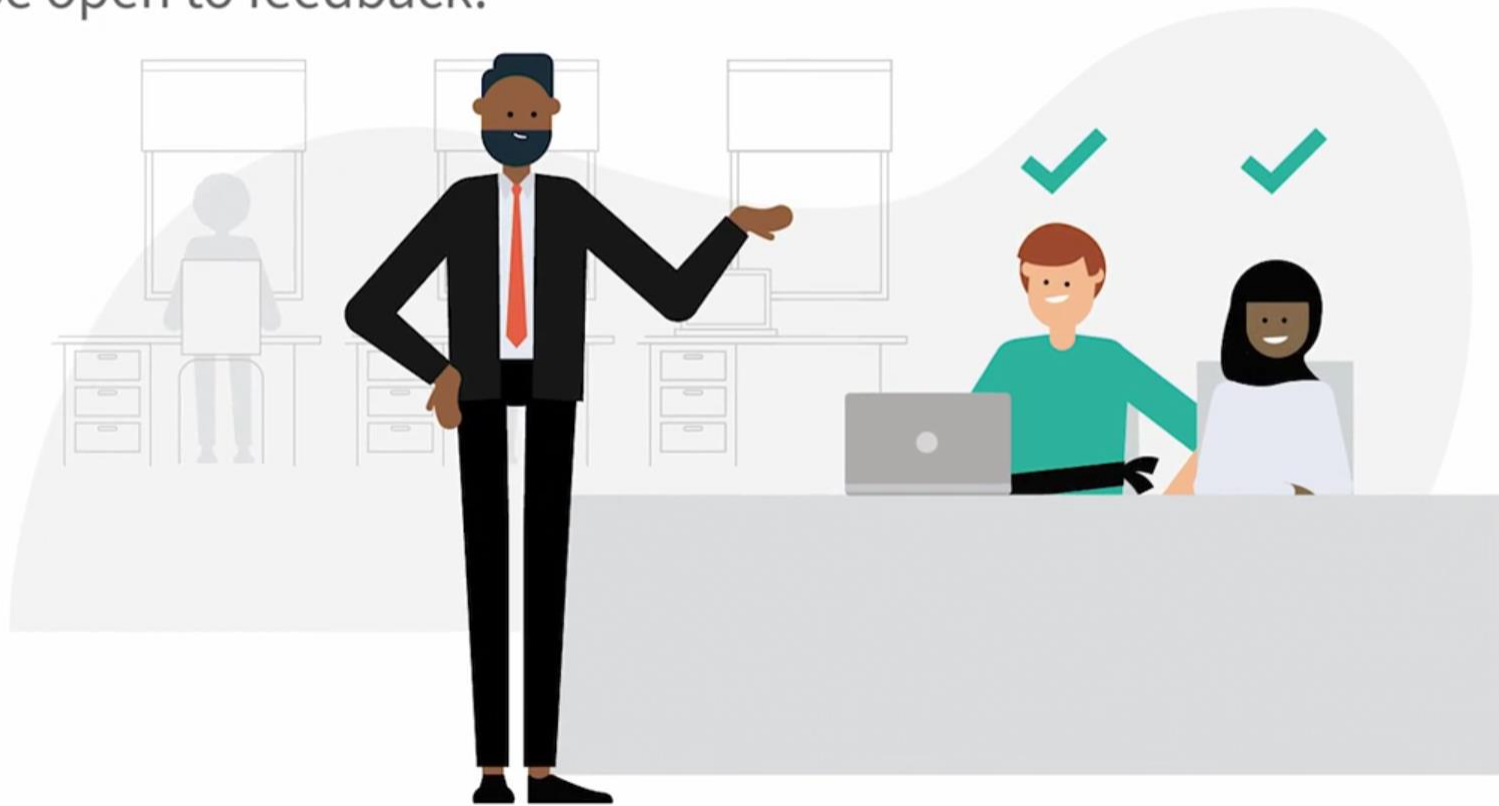




Include details on what the changes mean for each team member.



Be open to feedback.



Work with the natural leaders of the team.

# Influence Behavior with Communication

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Keep message clear  
and honest



Keep focus on what it  
means to employees



Move from fear to  
acceptance

## Framework #1

SUPPORT  
CONTINUUM

## Framework #2

FIVE STEPS TO  
DRIVE CHANGE



Mike Derezin  
COO of Chainlink Labs

+ Follow on LinkedIn



## Framework #1

### Support Continuum

1. Active resistor

2. Passive resistor

3. Neutral

4. Passive supporter

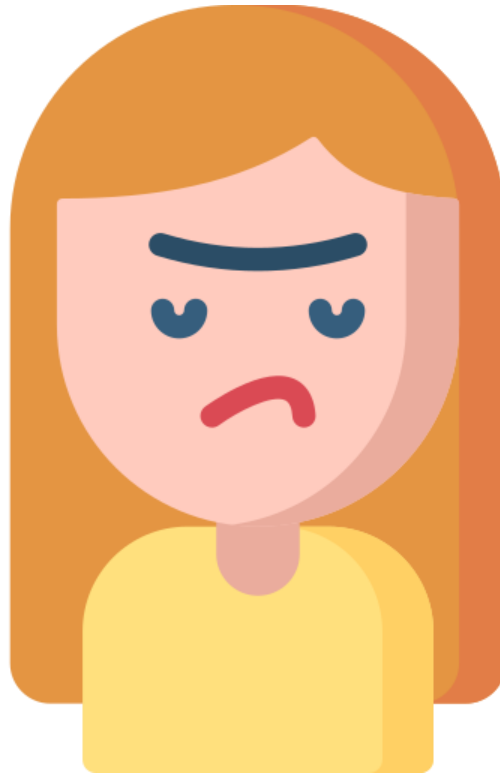
5. Vocal supporter

# Framework #1



# Framework #1

Active Resistor



# **Framework #1**

**Active Resistor**

**Embrace active resistors constructively**

# **Framework #1**

**Active Resistor**

**Help the team understand the change**

# **Framework #1**

**Active Resistor**

**Make it clear what we can and cannot control**

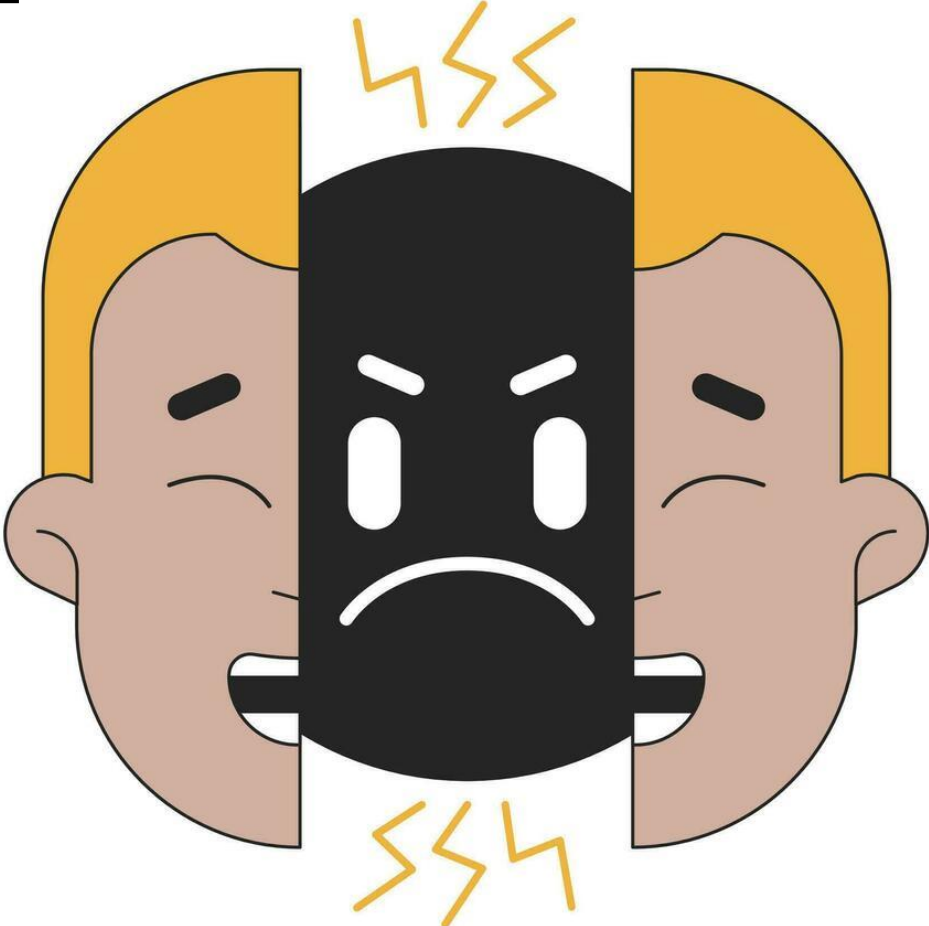
# **Framework #1**

**Active Resistor**

**Create an open environment**

# Framework #1

Passive Resistor





# Framework #1

Passive Resistor

**Disagree and commit**

# **Framework #1**

**Passive Resistor**

**Introduce support continuum first**

# Framework #1

**Keep taking the pulse checks!**

## Framework #2

# Five-Step Reinforcement

- Why?
- Lead from the front
- Measure
- Moneyball
- Hold people accountable



# Framework #2

## **TRY TO GO AS DEEP AS POSSIBLE**

- Why is this important to them as a team?
- Why is this important to them as individuals?
- Why is this important to our company?
- Why is this important to our customer?

## Framework #2



## Framework #2



# Framework #2



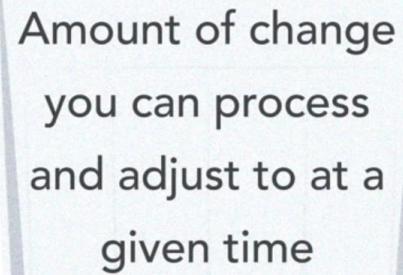


# Framework #2



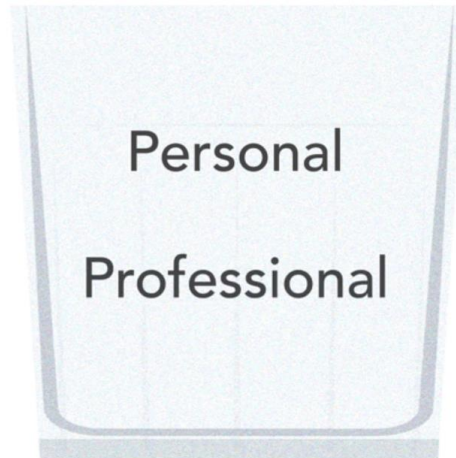


# Capacity for Change

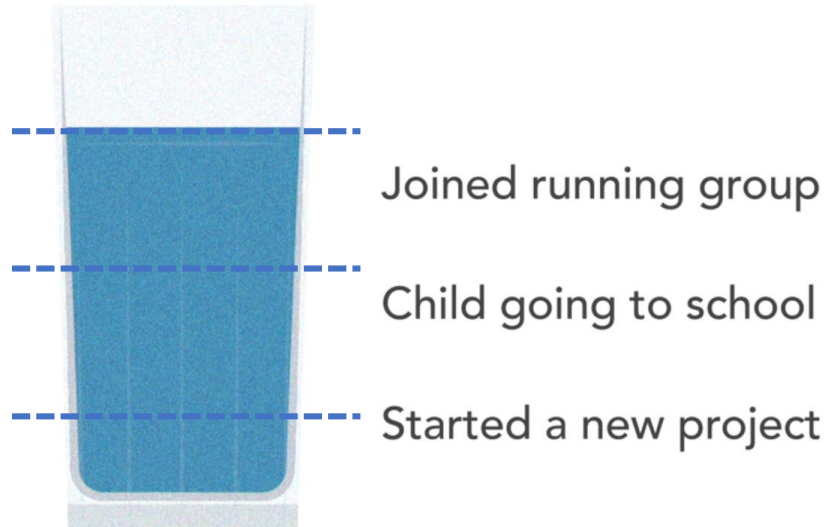


Amount of change  
you can process  
and adjust to at a  
given time

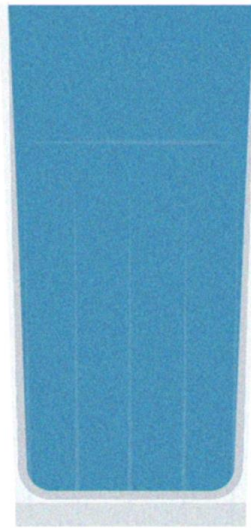




# Capacity for Change

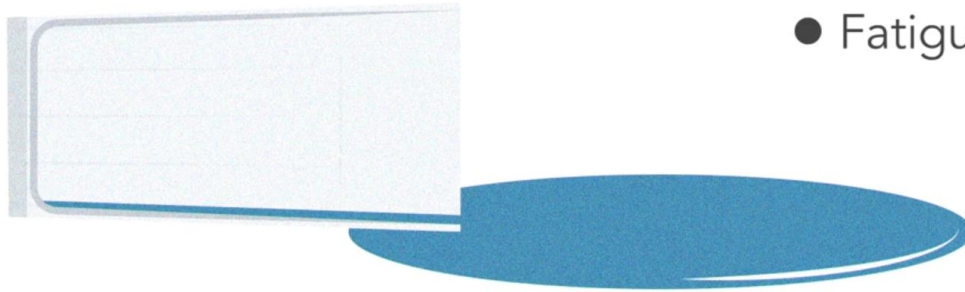


# Change Fatigue



# Change Saturation

- Disengagement
- Burnout
- Fatigue

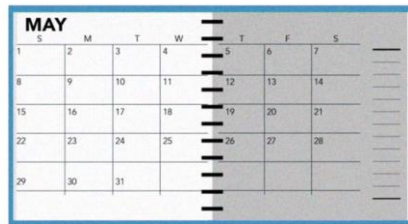




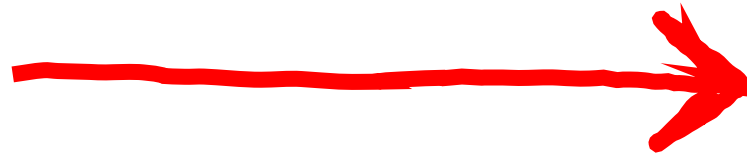
# Dealing with Change Saturation

**1** Recognize.

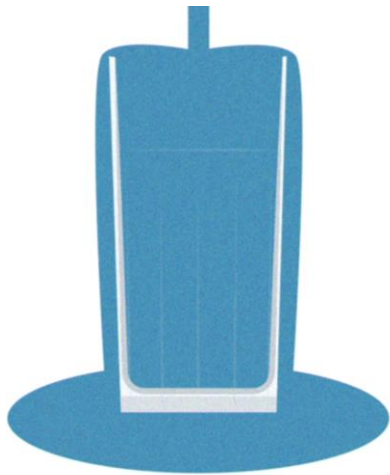
**2** Inventory the change.



**3** Decide.

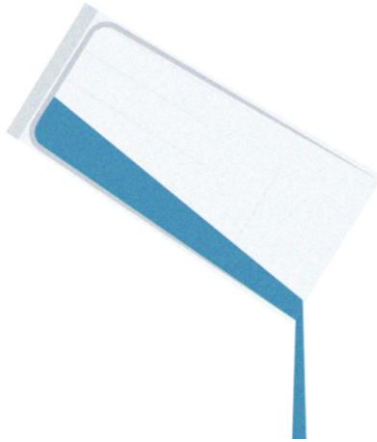


1



Keep pouring.

2



Empty the glass.

3



Get a bigger glass.

BYE

