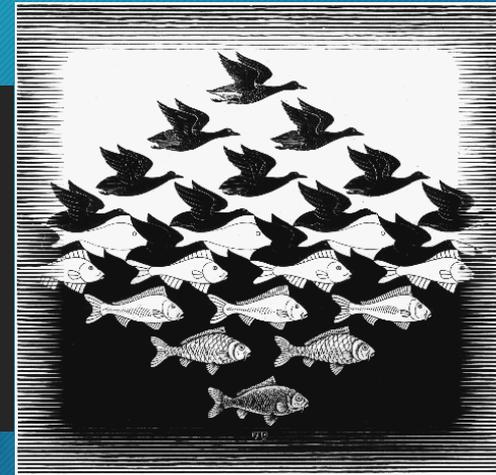




Leading through the Challenge of Change



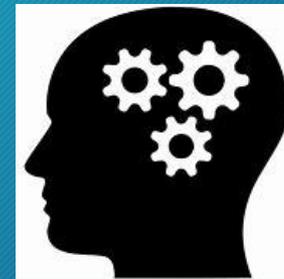
A Program for
New York State Association of County Health Officials (NYSACHO)
Bette Hoffman M.S., CPCC
March, 2022

Objectives

1. Reflect to replenish
(after a long haul)



2. To understand several
change models



3. To understand what
helps to navigate
change as a leader

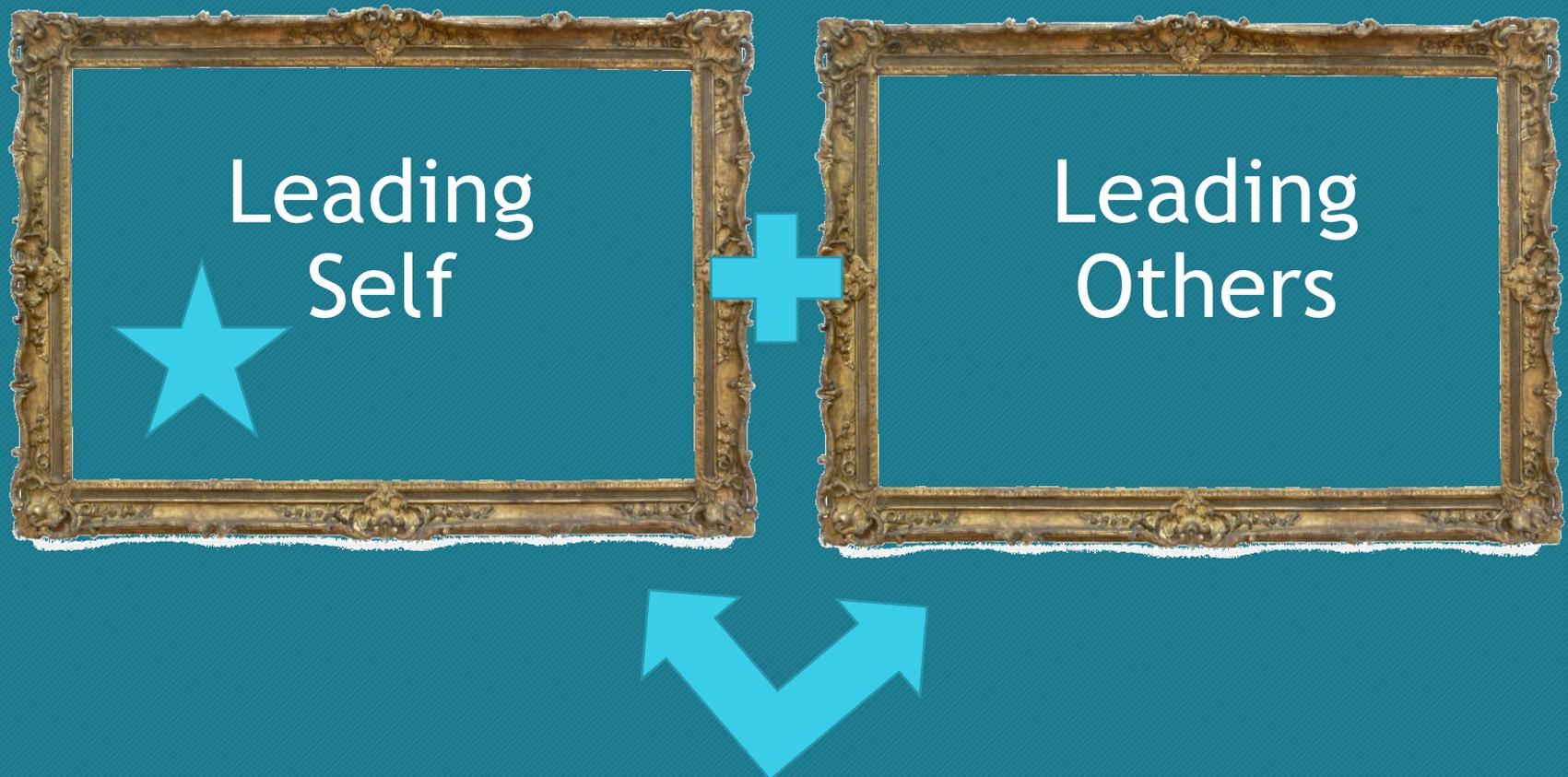


Our Learning Alliance



1. Presence and Participation
 2. Make Space - “Volley the Ball”
 3. Judgement-Free Zone - every voice valid
 4. Bottom Line
 5. Confidentiality - The Vegas Rule
 6. Chat and Mute
- Other requests? i.e. *Say who you are before speaking?*

Two Frames



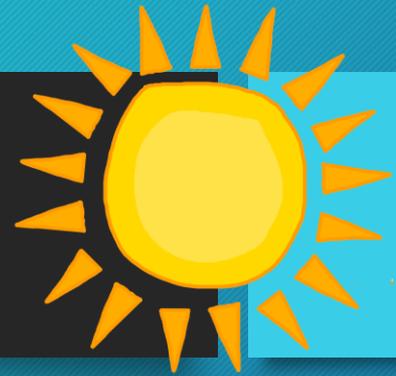
Big Jobs - Challenging Times



- Familiar with Sept 2021 survey findings
- Pandemic times brought...
 - Continual changes, ambiguity, obstacles
 - Polarities, differences in perspectives and experience
 - Clashes with the public, stigma, discrimination
 - Variable support structures and levels of appreciation
 - Unsettling times
 - Depleted energy...
- Some rewards and bright spots too?

*“We get beat down
and we get back up.”*

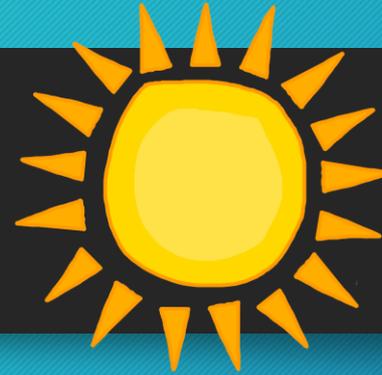
Acknowledge Bright Spots



Brief pause to take note of a point of pride or appreciation regarding how you led through this challenging time:

- A moment in time
- A project you led
- Simple pivot you took
- The way you communicated
- When you put one foot in front of the other
- How you showed up authentically
- Called the shots even when it was not well received...

Ask Yourself



What worked well or better than expected?
What was a bright spot along the way?

Share One Thing

*“I acknowledge myself for the way I _____
and I believe the impact of that was...”*

Leaders have been faced with...

- Directives to follow
- Myriad of questions to ask/answer
- Decisions to make - what to add, subtract, invent
- Communication challenges
- Processes to change
- Emotions to manage
- Support to provide
- Adjustments, pivots to make
- Staff turnover, loss of institutional knowledge
- Isolation and worry
- Personal challenges, fear, loss

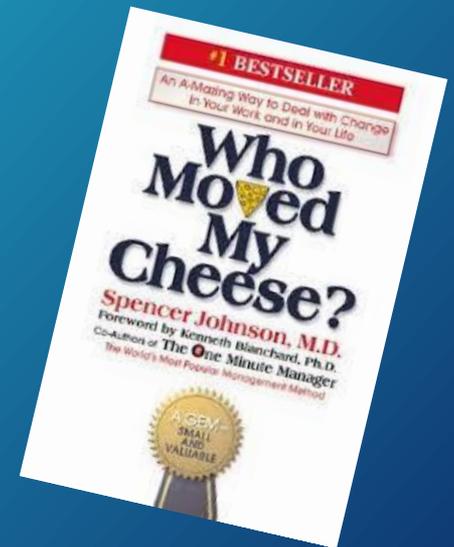
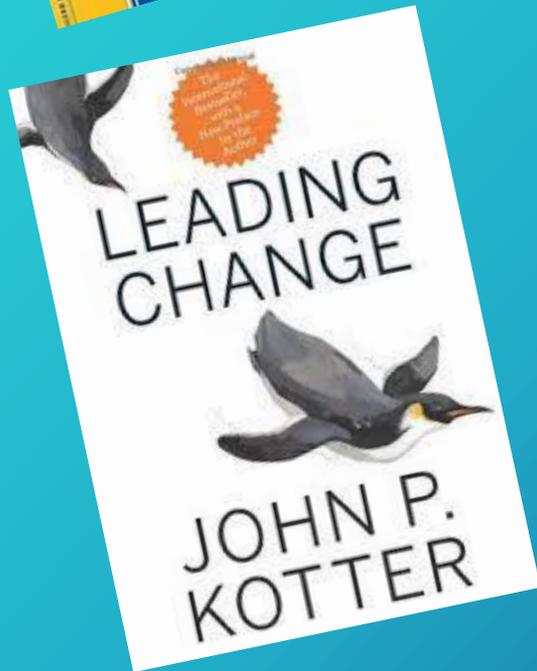
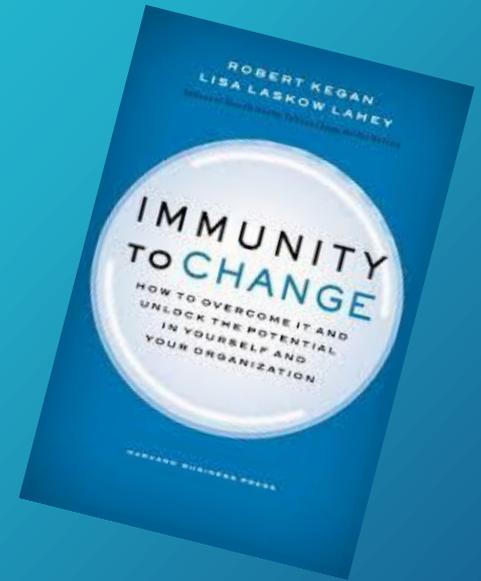
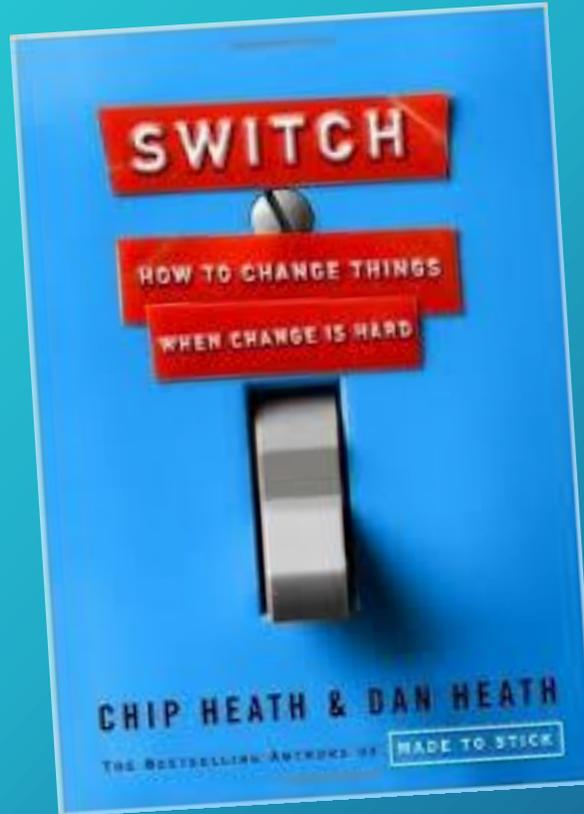
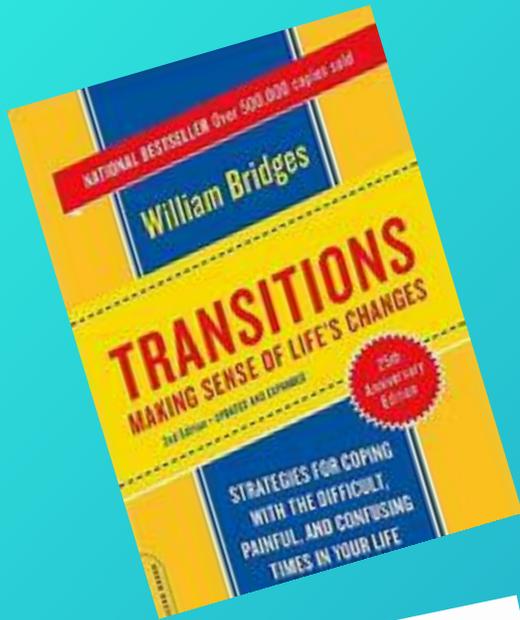


Change is the New Constant

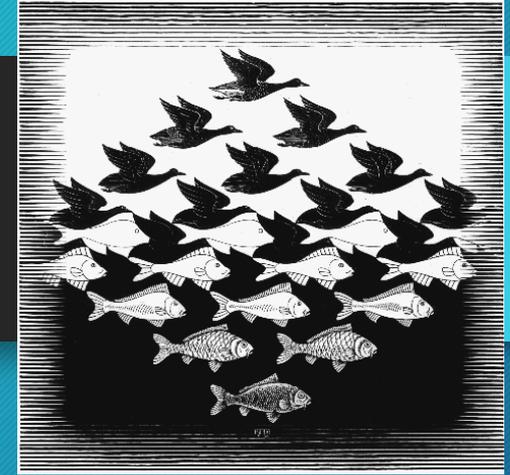


*“Change is inevitable -
except from a vending
machine.”*

— Robert C. Gallagher
Owner Green Bay Packers



What's Changed?



- Loss of “normal” work/home routine
- Processes, expectations, ambiguity about what’s ahead
- Work in virtual world
 - Reduced (or increased) interaction with others
 - Staying connected as a team, when apart (water cooler convos)
 - Reduced feedback (giving and getting)
 - Hard to “read” what is happening without usual cues
- Reduced stable workforce
- Fatigue, loss...



*“The speed of change is
the driving force.
Leading change competently
is the only answer.”*

- John Kotter



Leadership is about
coping with change.

John P. Kotter

 quotefancy

Coping Effectively



Related to a number of factors:

1. How much change are you experiencing?
2. How ready do you feel to deal with it?
3. The amount you feel you can control the change

Poll

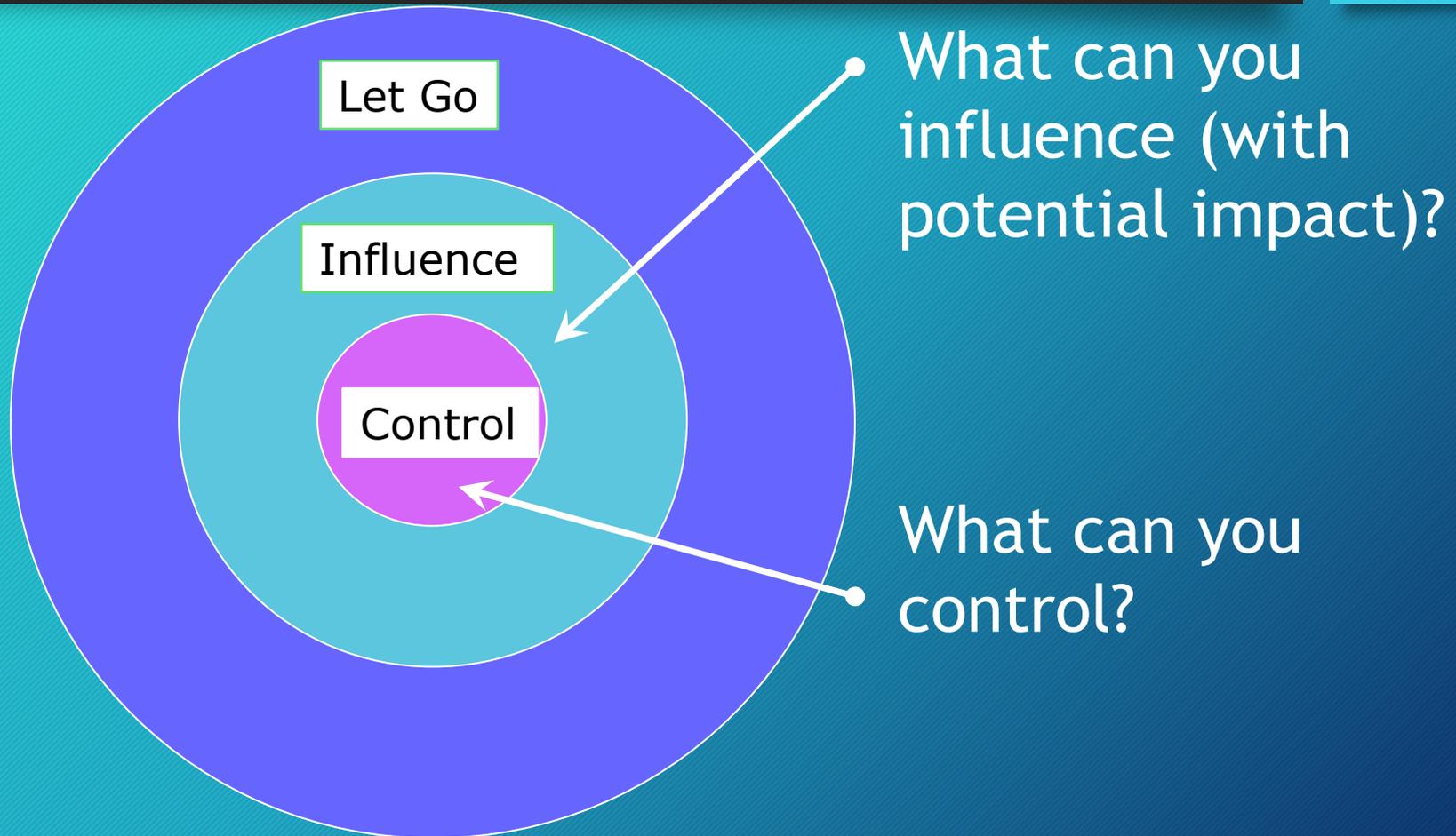
How much change are you experiencing?

1 2 3 4 5 6 7 8 9 10

How ready do you feel to deal with the change?

1 2 3 4 5 6 7 8 9 10

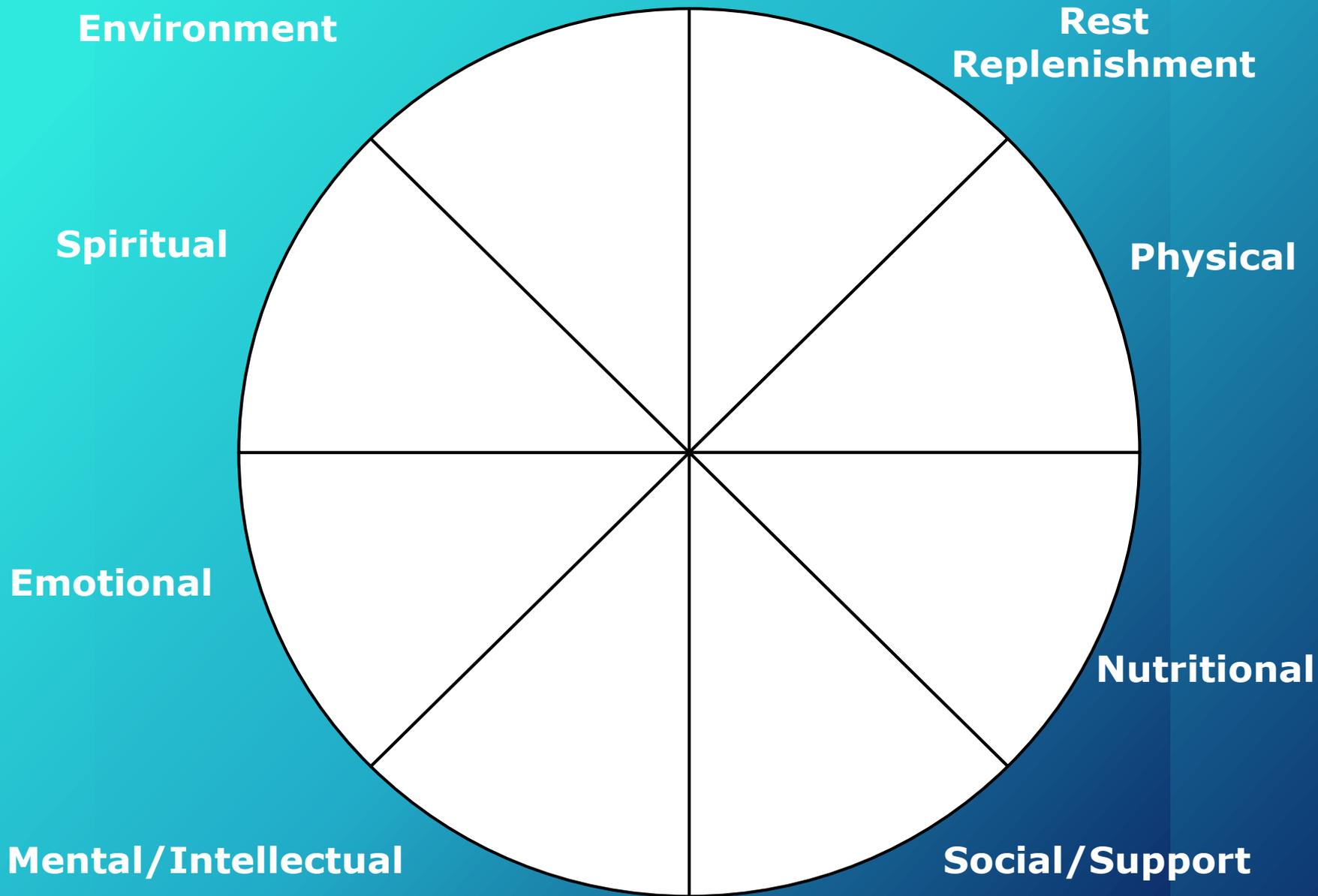
Sphere of Control

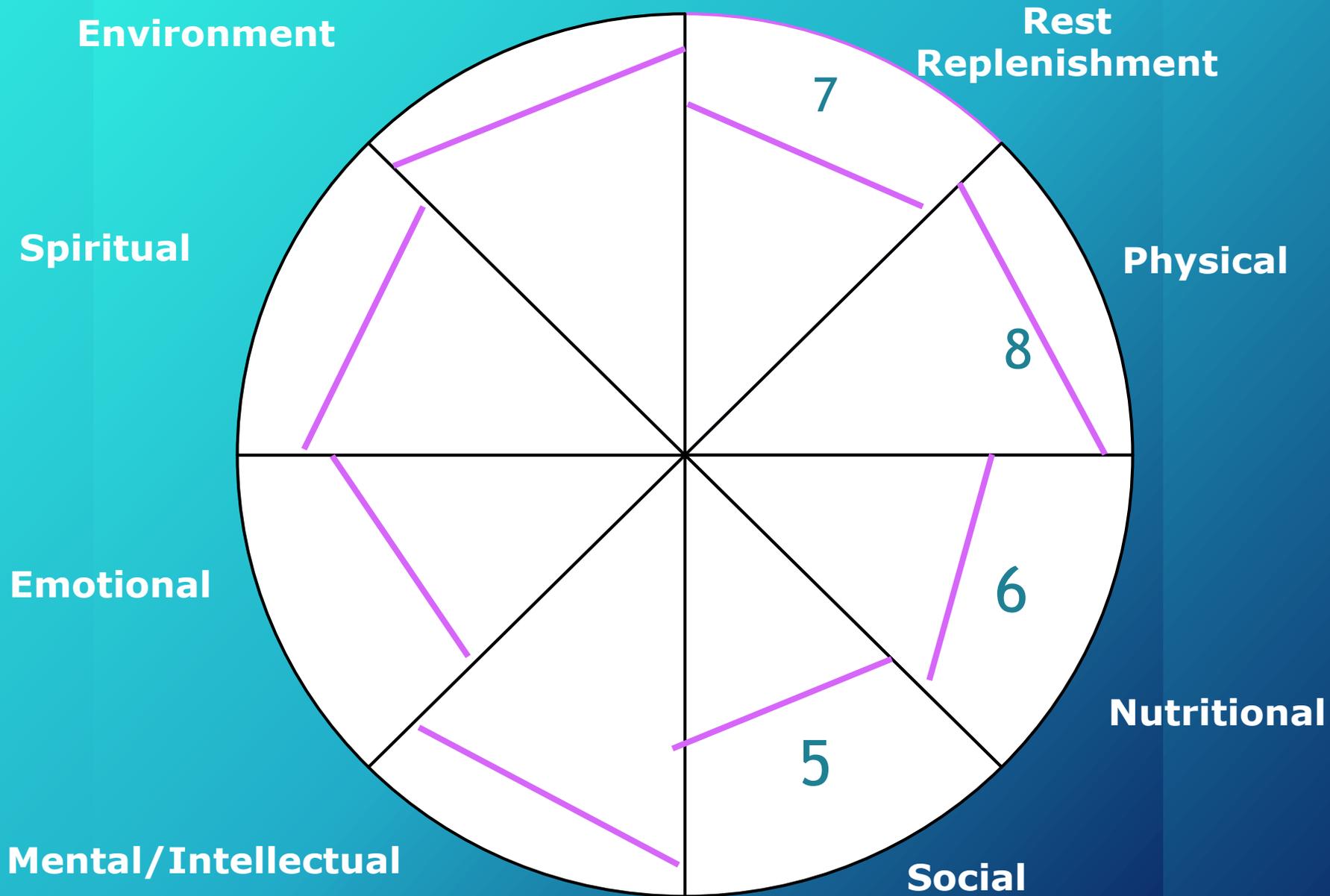


How Do You Replenish?



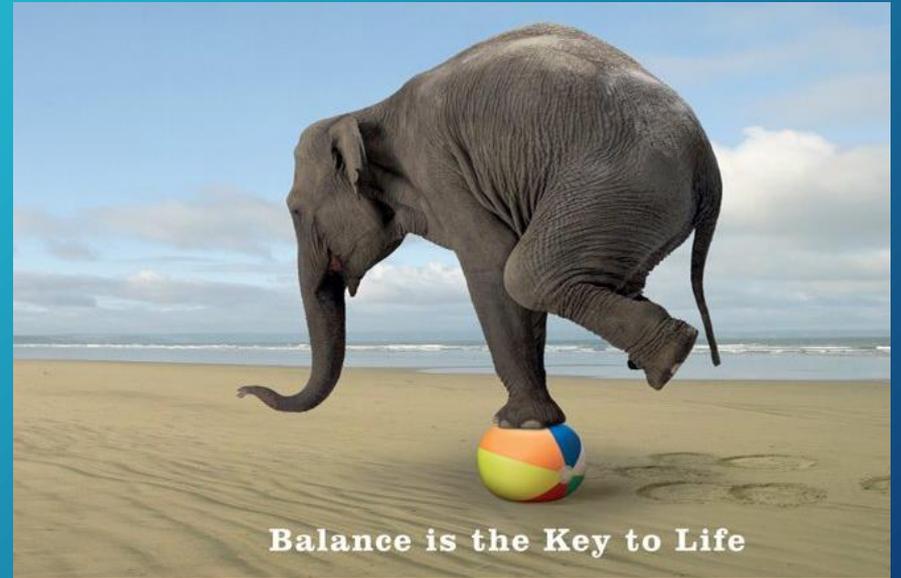
- Physical
- Rest and Relaxation
- Nutritional
- Social - Connection
- Emotional
- Cognitive - Intellectual
- Spiritual
- Environmental





Small Changes

Towards Balance



A Do-able Plan for Self Care



Self care is something you should be doing all the time.
Helping others requires that you take care of yourself.

Easier to ADD something than take something away or
change a habit or pattern.

New behaviors - takes at least 3 weeks
to become habit.



Different Styles of Adapting to Change



The Leapers



Bridge Builders



Tradition Holders

Different Styles of Adapting to Change

1. Which style you express depends on the circumstances and may change with circumstances AND over time
2. You'll see all types at home and in your workplace
3. We each hold all 3 styles, which may show up as the context shifts
4. Every response style has its own wisdom (and limitations)

Leapers



- Love change
- See themselves as pioneers
- Enjoy the stimulation of being on the cutting edge - first to cross the edge
- Change agents who can help the whole organization go over its edge
- Excellent at starting change initiatives but can become restless when bored

Leapers



Strengths

- Energy - enthusiasm
- Optimism
- Fast
- Courage
- Champions
- Curiosity
- Adventure

Disadvantages

- Too fast
- Impatient
- Bored easily
- Lack of empathy
- Step over emotions
- Judgmental
- May be casual and relaxed

Bridge Builders



- Take a wait and see approach
- Like to know the how, what, and why before signing on
- Data and information driven
- Will often research the change initiative
- Once on board, they create the second wave that moves the organization solidly forward
- Add improvements to the change initiative
- Take a raw new idea and popularize it, making it easier for others to follow

Bridge Builders



Strengths

- Listening
- Communicating
- Analyze
- Make it safe
- Improve process
- Mediate
- Empathy
- Balanced

Disadvantages

- Analysis paralysis
- Ask so many questions
- Slow progress
- Frustrate others who want to keep their foot on the gas
- May be risk averse, don't want to take a chance

Tradition Holders



- Suspicious of change
- More things change; the more they stay the same
- May be seen as “resistant”
- Hold the culture and history of the organization
- Know the system and how to get things done
- Champions for traditional ways
- Their job is to protect what is good about the old ways
- The best way to bring tradition holders along - give them a job as watchdogs, ensuring nothing is lost in the change

Tradition Holders



Strengths

- Knowledge of the history of org
- Honor history and apply what they know
- Tell you what you will lose if you leap
- Keep grounded
- Step safely

Disadvantages

- May be seen as resistant to change
- May be seen as not wanting to experiment

Change Styles during Pandemic



The Leapers



Let's go for it -Set the vision
Put gloves and mask on and GO - venture out
Want to go see what's happening
May take chances and figure out quickly how to mitigate risks

Bridge Builders



Schedule for home school
Make a plan
Test and tweak
Learn best practices from others
Very careful about the order of outings and tasks
Check the data
Disseminating info in an organized fashion

Tradition Holders



Very responsible
OR
May ignore what is happening

May isolate
OR
May go along as it once was

Change can be Difficult...

May disturb our homeostasis - our sense of internal stability

Shakes up our status quo and affect our sense of psychological equilibrium

NOTE: And some may thrive on change and novelty



Possible Reactions to Change

→ Withdrawal



→ Sadness/Worry



→ Confusion



→ Anger



WITHDRAWAL

What Does it Look like:

- Quit and stay or “retire in place”
- Put in time, but not energy
- Low profile - may do the minimum or engage in passive/aggressive behavior
- Shut down - May avoid talking about the change



SADNESS - WORRY

What Does It Look Like:

- Reminiscing or dwelling on the past
- Sulking
- Resisting new procedures, superiors, or tasks
 - “It’s not fair.”
 - “Don’t blame me if it doesn’t work.”
 - “I’m washing my hands of it.”



CONFUSION



What Does It Look Like:

- Asks many questions
 - “What do I do first?”
 - “Now do I have to start all over?”
- May worry unduly or even “catastrophize”
- May become very detail-oriented
- May not understand the priorities
- May leave work undone until questions are answered

“Where do I fit in?”

ANGER

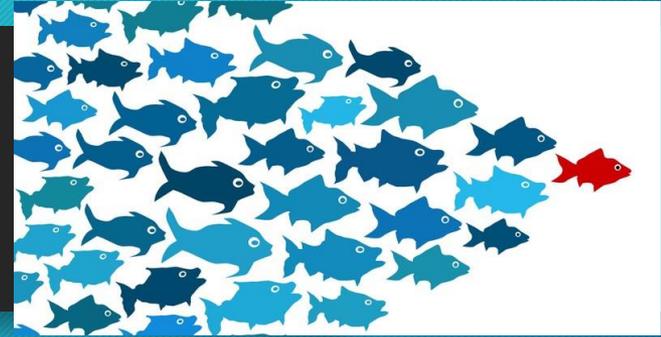


What Does It Look Like:

- Outward displays of negativity and anger
- Enlisting support—”Misery loves company”
- Raised, intense tone of voice
- Refuses to talk, engage
- Shows self-pity
- Backstabbing - sabotage
- “I’m getting out of here.” “They’ll be sorry.”

“Ain’t it awful?”

Role of the Leader



1. Set the tone - Be present
2. Listen
3. Communicate
4. Respect reactions to change
5. Model adaptability
6. Manage your emotions

Role of the Leader:

Setting the Tone, Being Present

- Set the Tone
 - in how you think
 - communicate
 - and act
- Be Present
 - Both accessible and approachable
 - Helps restore a sense of stability



be present

Role of the Leader : Listen

- Actively listen to all voices
 - Even marginal and unpopular ones
- Validate
 - Which does not imply agreement
- People want and need to be heard (a 1st Principle)



Role of the Leader: Communicate

- Communicate
 - the vision (future state)
 - and the process for getting there
 - repeatedly

Focus on:

- inclusion
- transparency
- advocacy



Role of the Leader: Respect

Recognize and respect the various expected reactions to change

- creates understanding
- cultivates empathy



Role of the Leader: Adaptability

Model adaptability

- Attempt to view issues from a variety of perspectives
- Show your own ability to adjust to changing situation and expectations



Role of the Leader: Manage Your Emotions



- Leaders are also impacted by the change
- Be authentic yet aware of your impact and how your reactions can influence your staff
- Staff may well take their cues from you

Bridges' Transition Model



Bridges' Transition Model (1979)

- Focuses on transition, not the change itself (subtle difference)
- Change is something that happens to people, even if they do not agree with it. Imposed change.
- Transition, on the other hand is:
 - An internal process; it is what happens in the person's mind and experience as they go through change
 - A process, usually occurs more slowly in response to the change

Stage 1: Ending, Losing, Letting Go

- When first faced with change - Often marked with emotional upheaval
- May look like resistance because people are being asked to let go of something they are comfortable with
- People may experience these emotions:
 - fear, denial, anger, sadness, disorientation, frustration

Trying to understand, may need more information asking:

“Why?” “How will this affect me?”

“When will this change be over so we can get back to work?”

Stage 1: Endings

- People have to accept that something is *ending...* (or going to be done differently) before they can begin to accept the new.
- If not able to let go of the past, will take unnecessary points of resistance into the new situation.
- If the leader, does not acknowledge the emotions that the staff are going through, will likely encounter resistance throughout the entire change process.

Leader Actions: *Stage 1*



1. Communicate

- Give people as much info about the change as possible
- Say what will NOT change
- Give compelling reasons for change (both upside of the change and the downside of not changing)

2. Be Present

- Visible, accessible, approachable

3. Respect Various Reactions to Change

- Treat the past with respect
- Acknowledge feelings and empathize

Stage 2: The Neutral Zone

The bridge between the old and new when people may still be attached to the old, while trying to adapt to the new.

Staff affected by the change may be

- Confused - Uncertain - Impatient

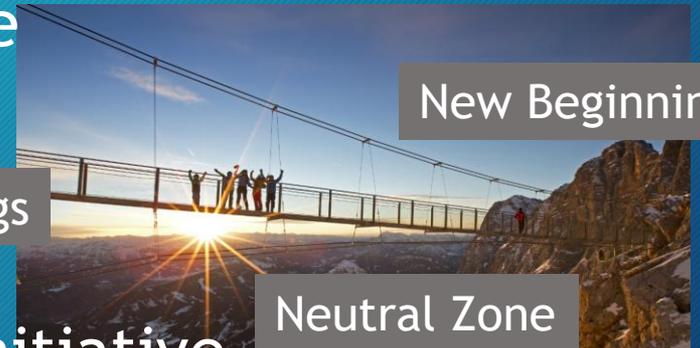
Staff might experience:

- Resentment towards the change initiative
- Low morale and low productivity
- Anxiety about their role, status or identity
- Skepticism

Endings

New Beginning

Neutral Zone



Between Here and There



Stage 2: The Neutral Zone

- Stage can be one of great creativity, innovation, and renewal
- Excitement about the potential may be starting
- A great time to encourage people to try new ways of thinking or working



Leader Actions: *Stage 2*



1. Model adaptability
 - Provide focus and direction (model the way)
2. Set the tone
 - Strengthen people's connections to each other
3. Communicate
 - Open up two-way communications
 - Share what you know and what you don't know
 - Clarity about new vision, roles, expectations etc.
 - Provide change timetables
 - Review new policies and procedures
 - Assign specific roles in the change process
 - Provide visible symbols to reinforce change (BWH move example)
4. Make heroes of early adopters

Stage 3: The New Beginning

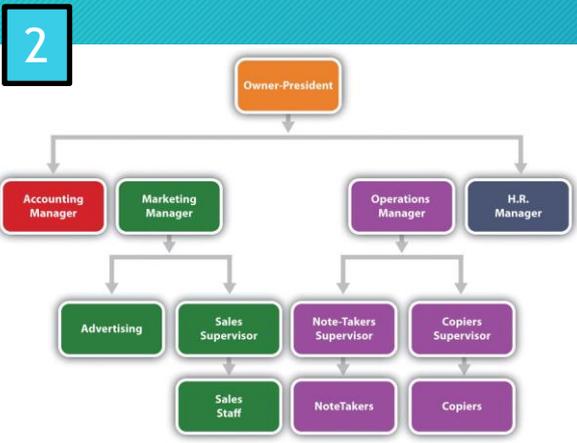
- Acceptance, people embrace the change initiative
- Starting to see early wins from their efforts
- Feel good about the change - positive about the future
- Uncertainty ended, more comfortable with new ways
- Building skills needed to work successfully in the new way

People are likely to experience:

- High energy
- Openness to learning
- Renewed commitment to the group or their role
- Some frustration/stress as team members learn new behaviors and adopt new processes etc.

Stage 3: What Helps?

1. A road map of what's to come
2. Consistency and structure
3. Stability
4. Feedback



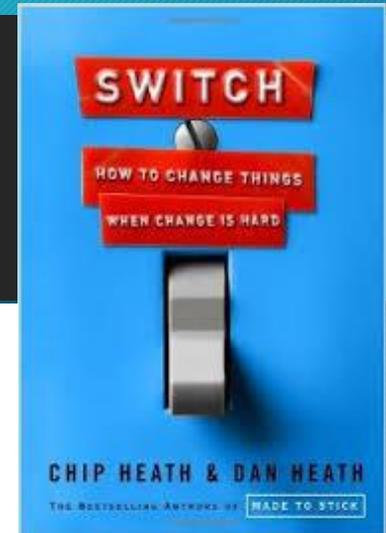
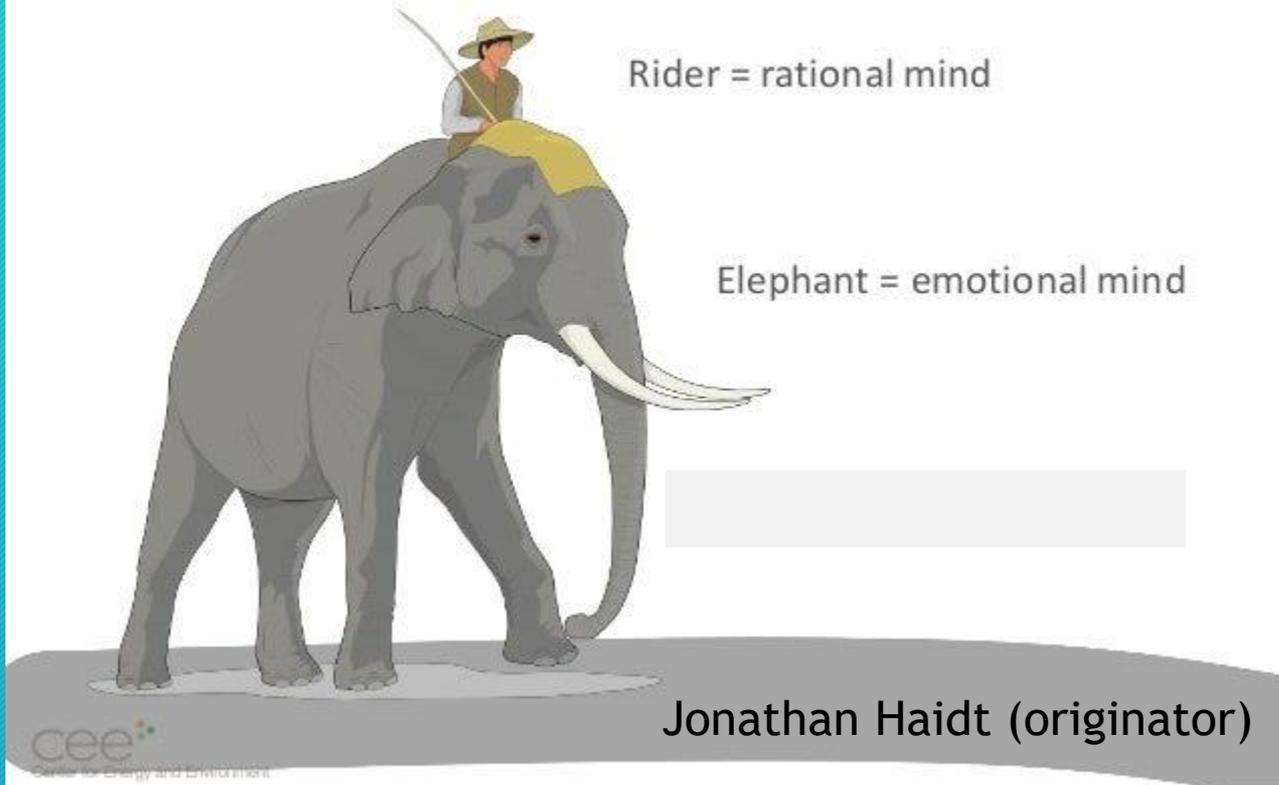
Leader Actions: *Stage 3*



1. Ensure that individuals are recognized for their new behaviors
2. Where possible implement quickly, show results and celebrate successes
3. Adapt processes to support desired behaviors
4. Build structure and feedback mechanisms

Reducing Resistance to Change

The elephant metaphor



elephant

Emotional
Experiencing self
Fast, Automatic, Intuitive

WITHOUT self-awareness or control

"What you see is all there is" (Narrow view)
Delivers updates
Energetic

rider

Rational
Remembering self
Slow, Effortful, Analytical

WITH self-awareness or control

Often listens just to Elephant (Lazy)
Makes decisions
Easily exhausted



Who
tends to
win out?

Our two independent systems at work at all times

Reducing Resistance to Change



1. Direct the Rider (clear direction)
2. Motivate the Elephant (emotional connection)
3. Shape the Path (reduce obstacles, downhill easier)

Direct the rider

Motivate the elephant

SHAPE the PATH



Gallup 30+ yr research what had them follow the most important leader in their life?



Trust



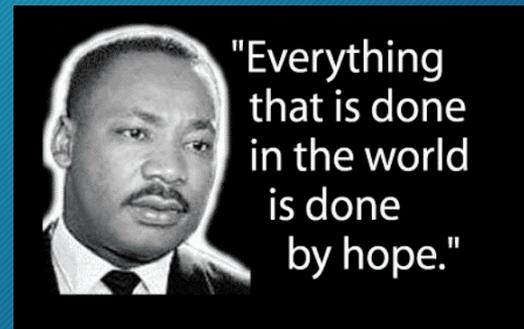
Compassion



Stability



Hope



Summary

1. Accept change as the new constant
2. Understand the various reactions to change
3. Provide support to self and others in consistent and tangible ways
4. Although change can be uncomfortable there are empowering ways to deal with it

