

Idaho Department of Human Resources Leading Humans through Change

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Ms. Henning brings over 30 years of experience in the governmental, business and non-profit sectors to assist her students and clients to shape change. Her previous work has taken her from the White House to the board room, to tribal lands and Tanzania. Her passion is to help her students and others to step into new possibilities.



Share with a Partner for 3 mins each

1. What change is most predominant on your team now?
2. What change is having the biggest impact on you?
3. How well are you handling it? (1-5 with five being really well and one really not well)

“The types of behaviors needed to support change processes - taking risks, assuming new responsibilities, letting go of old ones, seeking feedback, asking for help, helping others, sharing information, suggesting improvements, experimenting, talking about errors and failure - will be in greater supply in a climate marked by mutual respect, trust and psychological safety.”

Carsten Tams, Forbes



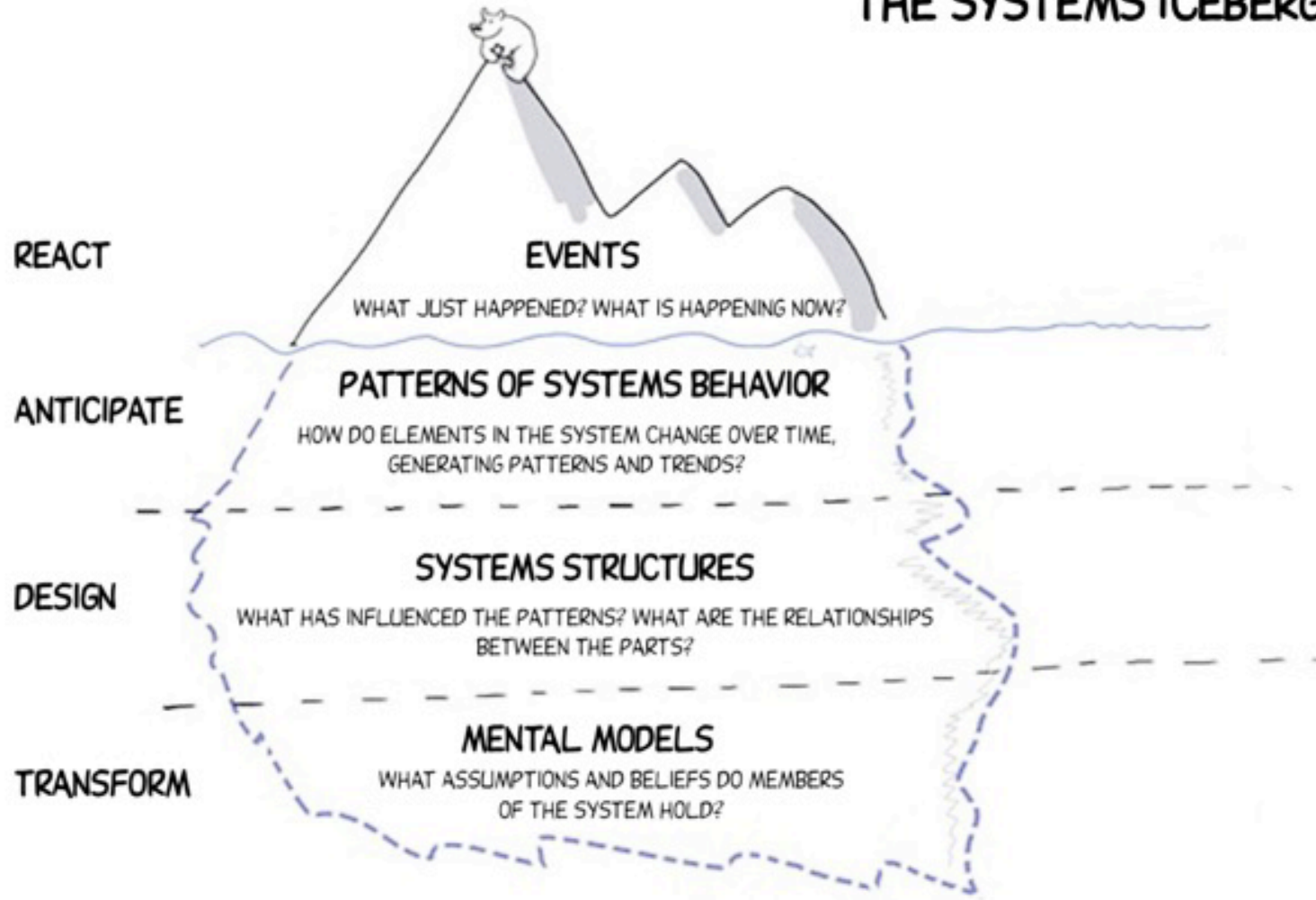
Impacts of Change in our Organizations

- ▶ Decrease in productivity
- ▶ Strained teams and work relationships
- ▶ Increased stress
- ▶ Retention challenges
- ▶ Absenteeism increases
- ▶ Resentment builds based on who agrees with the change and who does, who is included and who isn't
- ▶ Us (management/leadership/HR) vs them (employees)

Successful Change Management: Content, People, Process

- ▶ Content - **What** must change in an organization. (strategy, structure, business processes, management systems, technology, products, services, culture)
- ▶ People - **Who** is influenced by the change and will need to be engaged, motivated, committed in the process to learn new skills and behaviors, change their mindset, etc.
- ▶ Process - **How** will the organization change, what is the plan for how the change will be implemented, what will change by when, how will the changes be communicated, etc.

THE SYSTEMS ICEBERG



Helping People through Change: Managing Transitions

“Change is situational. Transition, on the other hand, is psychological. It is not those events, but rather the inner reorientation or self-redefinition that you have to go through in order to incorporate any of those changes into your life. Without a transition, a change is just a rearrangement of the furniture. Unless transition happens, the change won’t work, because it doesn’t take.” - William Bridges



Helping People through Change: Managing Transitions

Change

Situational

Set of events

Fast

Can be accelerated

The what

Visible and tangible

Transition

Psychological

Continuous process

Weeks, months

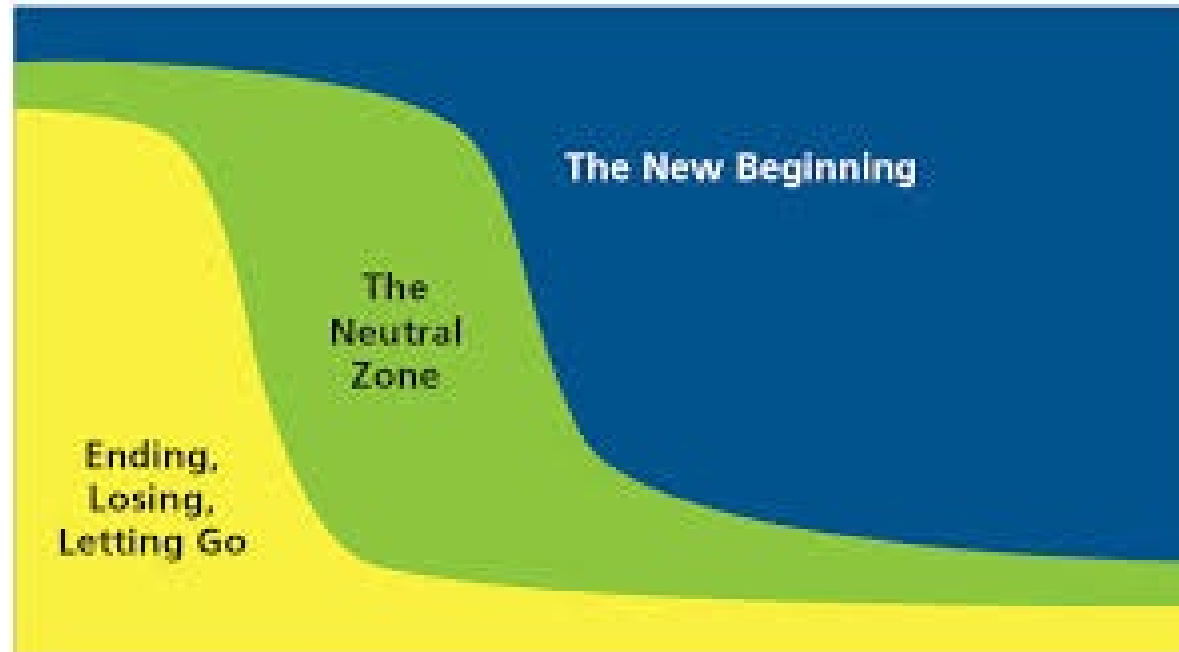
Organic process

The how

Internal shift

William Bridges' Transition Model

While change can be managed, transitions are a human process with three separate stages in which an individual lets go of the past, navigates a neutral zone of the in between time to get to a new beginning.



How People Respond to Change Loss and Letting Go

Mind

- ▶ Confusion
- ▶ Forgetful
- ▶ Loss of Focus and Organization
- ▶ Loss of Confidence
- ▶ Bargaining

Behaviors

- ▶ Makes Mistakes
- ▶ Unhealthy Behaviors (addiction, food)
- ▶ Anger, resentment
- ▶ Us vs. them, gossip
- ▶ Isolating

How People Respond to Change Loss and Letting Go

Emotions

- ▶ Grief
- ▶ Anger
- ▶ Denial
- ▶ Depression
- ▶ Acceptance
- ▶ Mood Swings

Physical Impacts

- ▶ Fatigue
- ▶ Lack of Sleep
- ▶ Tense
- ▶ Shallow Breathing
- ▶ Aches

From Elizabeth Kubler Ross

Helping People Through Loss and Letting Go

- ▶ Mark endings
- ▶ Give people a way to honor the past
- ▶ Expect stages of grief - anger, bargaining, anxiety, disorientation, depression

Tips

What can I give to balance what is being taken away?

Communicate all of what you know (including the uncertainty)

Define what is over and what isn't



Helping People through the Neutral Zone

- ▶ Normalize the Neutral Zone - Time of reduced productivity as people have one foot in both worlds - anxiety rises as people feel overwhelmed
- ▶ Invite rethinking old problems - can be a creative time
- ▶ Try to minimize the number of additional changes

Tips

Review policies and structure to get through this temporary time

Set short term goals

Strengthen intragroup connections

Resist the urge to push prematurely for closure



Helping People Embrace New Beginnings

- ▶ Explain the purpose of the change - people are ambivalent toward new beginnings
- ▶ Paint a picture - Lay out a plan for what will change by when
- ▶ Give each person a part to play - help them identify problems and potential solutions (reinforces shared goals and that the problems are adversaries, and you are allies)

Tips

Be consistent - ensure every policy, memo and priority sends a consistent message

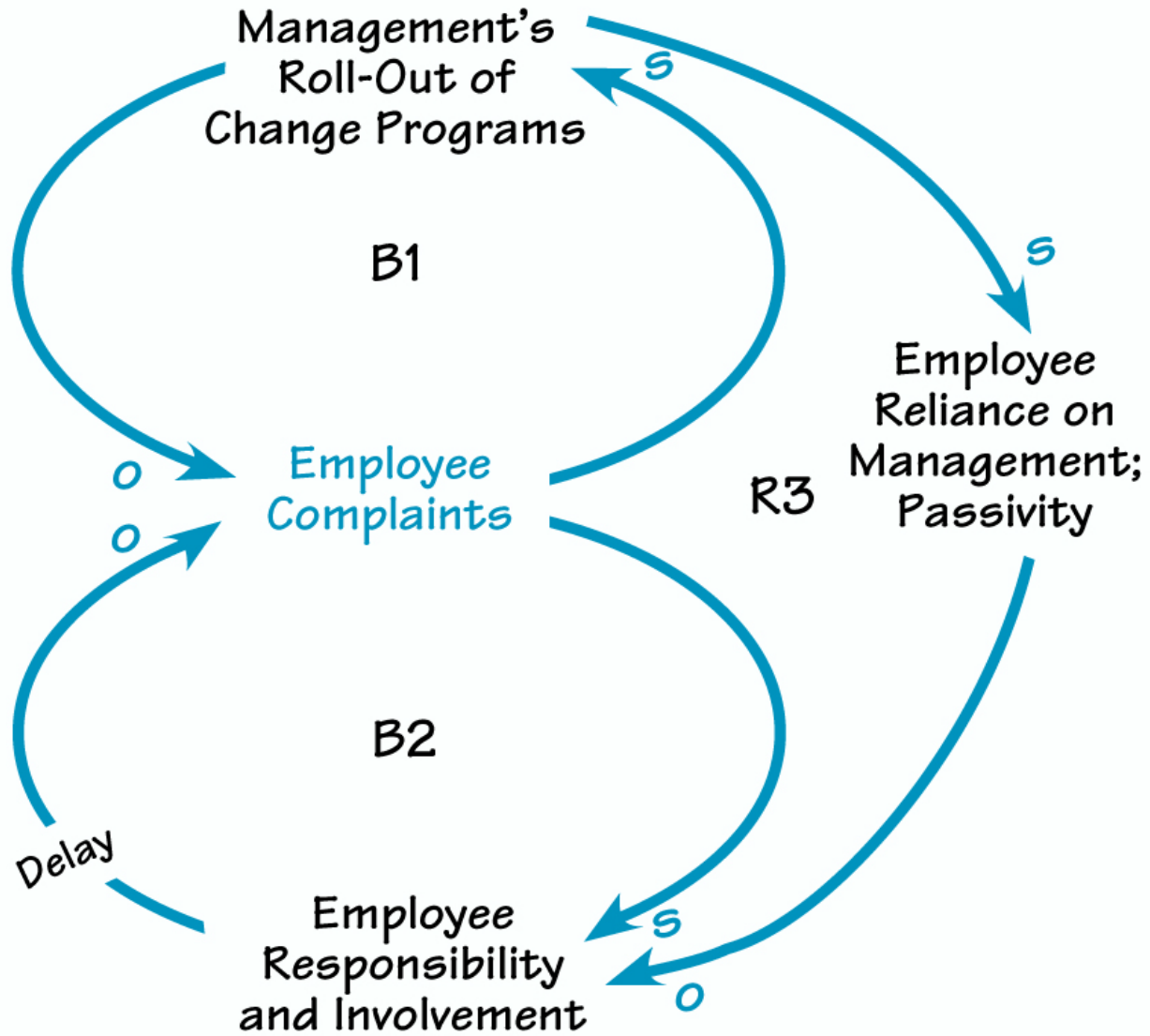
Ensure quick successes - early wins that celebrate and build momentum for more change

Celebrate and reward success



Sell Problems, Not Solutions

- ▶ People who understand and experience the problems don't have to be educated or informed
- ▶ If you understand a problem and the people you work with don't, you are setting up a polarity (us and them)
- ▶ If everyone understands the problem, it will get resolved faster with more collaboration
- ▶ Solving problems involves everyone in the solution



With your partner please share
Where are you? Where is your team?

Endings

- Denial
- Stages of Grief
- Shock

Needs

- Empathy
- Validation
- Vision

Neutral Zone

- Uncertainty
- Chaos
- Confusion
- Instability

Needs

- Information
- Communication
- Plans/Structure

New Beginnings

- Hope
- Optimism
- Clarity
- Purpose

Needs

- Roles
- Participation
- Recognition

Know your Team

- ▶ Everyone responds to loss and transition differently
- ▶ Identify the individual and team losses
- ▶ What stress response are you noticing and anticipating?

Be present - an open door, informal visits and walks, consistent team meetings, show up at events, providing information and understand their perspectives, offer resources for support

Personality Types and Change

ANALYSTS



INTJ

Imaginative and strategic thinkers, with a plan for everything.



INTP

Innovative inventors with an unquenchable thirst for knowledge.



ENTJ

Bold, imaginative and strong-willed leaders, always finding a way - or making one.



ENTP

Smart and curious thinkers who cannot resist an intellectual challenge.

DIPLOMATS



INFJ

Quiet and mystical, yet very inspiring and tireless idealists.



INFP

Poetic, kind and altruistic people, always eager to help a good cause.



ENFJ

Charismatic and inspiring leaders, able to mesmerize their listeners.



ENFP

Enthusiastic, creative and sociable free spirits, who can always find a reason to smile.

SENTINELS



ISTJ

Practical and fact-minded individuals, whose reliability cannot be doubted.



ISFJ

Very dedicated and warm protectors, always ready to defend their loved ones.



ESTJ

Excellent administrators, unsurpassed at managing things - or people.



ESFJ

Extraordinarily caring, social and popular people, always eager to help.

EXPLORERS



ISTP

Bold and practical experimenters, masters of all kinds of tools.



ISFP

Flexible and charming artists, always ready to explore and experience something new.



ESTP

Smart, energetic and very perceptive people, who truly enjoy living on the edge.



ESFP

Spontaneous, energetic and enthusiastic entertainers - life is never boring around them.

Learning Styles and Personality Preference

Learning Style	Active	Structured	Interactive	Independent
16 Personalities	Explorers	Sentinels	Diplomats	Analysts
True Colors	Orange	Gold	Blue	Green
Myers Briggs	Sensing Perceptive	Sensing Judgment	Intuitive Feeling	Intuitive Thinking
DISC	Dominance	Steadiness	Influencing	Compliance
Holland	Realistic	Conventional	Social	Investigative
Kolb	Accommodating	Converging	Diverging	Assimilating

Mind: How we Interact with our Environment

Introvert: Exhausted by social interaction and prefer solitary activities. Sensitive to external stimulation

Extrovert: Prefer group activities and are energized by social interaction. Tend to be more enthusiastic and excited

Energy: How we See the World and Process Information

Observant individuals are practical, pragmatic, and tend to have strong habits. They focus on what is happening or has happened.

Intuitive Individuals are imaginative, open-minded and curious. They prefer novelty over stability and focus on the present or future.

Nature: How we Make Decisions and Cope with Emotions

Thinking individuals focus on objectivity and rationality, prioritizing logic over emotions. They value efficiency over cooperation.

Feeling individuals are sensitive and emotionally expressive. They are more empathic and less competitive. They value harmony and cooperation.

Tactics: How we Approach Work, Planning and Decision Making

Judging individuals are decisive, thorough and highly organized. They value clarity, predictability and closure, preferring structure and planning to spontaneity.

Prospecting individuals are adept at improvising and spotting opportunities. They tend to be flexible, relaxed and like to keep their options open.

Identity: How Confident we are in Our Abilities and Decisions

Assertive individuals are self-assured, even-tempered and resistant to stress. They refuse to worry too much and do not push themselves too hard to achieve goals.

Turbulent individuals are self-conscious and sensitive to stress. They are likely to have a wide range of emotions and be success-driven and eager to improve.

Sentinels

Logistician, Defender, Executive, Consul

Let's Keep it...

Practical

There is a right way

Well-Defined Hierarchy

Protecting

Continuity

Leadership should

Be punctual, thorough and detailed

Follow the rules and tradition

Not impose change

Sensing ESTJ SJ ISFJ Judging
PLANNER ESFJ
Melancholic ISTJ Epimethean GOLD

Explorers

Virtuoso, Adventurer, Entrepreneur, Entertainer

Let's Get it Done...

Risking

Hands on

Getting Results

Doing

Enjoying

Leadership should

Be flexible

Welcome change

Be in the moment

Make it fun

Sanguine
ESTP Dionysian **SP** ISFP ISTP
MOVER Sensing
Artisan
Perceiving **ORANGE** ESFP

Analysts

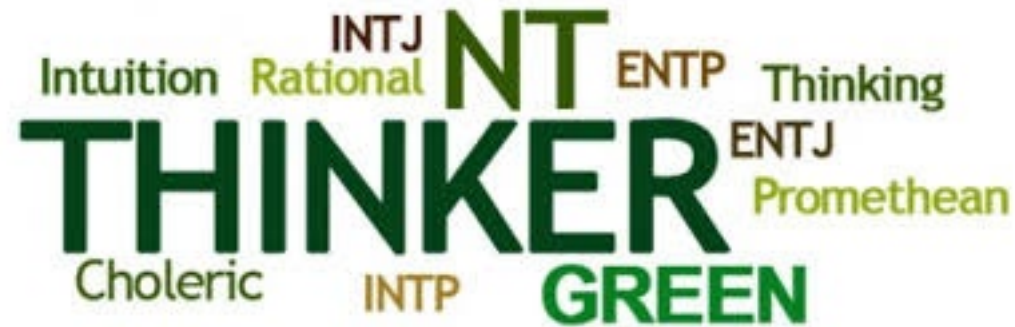
Architect, Logician, Commander, Debater

Let's Look at it Another Way...

Looking ahead
Sees complexity
Analyzing
Objectives
Theoretical

Leadership Should

Be visionary
Be logical
Be smart and improve things
Be competent and relevant



INTJ Rational **NT** ENTP Thinking
THINKER ENTJ Promethean
Choleric INTP **GREEN**

Diplomats

Advocate, Mediator, Protagonist, Campaigner

Let's Change it...

Decentralized
Concern for Human Development
People over Product
Big Picture Inclusive

Leadership Should

Encourage people to develop their potential
Expect others to express their views
Be democratic and inclusive
Consider the long term



Teams Need All Types

Vision it (Analysts)

Sell it (Diplomats)

Start it (Explorers)

Complete it (Sentinels)

Effective communication happens when you know your own primary tendencies and type and are able to adapt and adjust to engage and connect with each of the four types.

Stress & Change

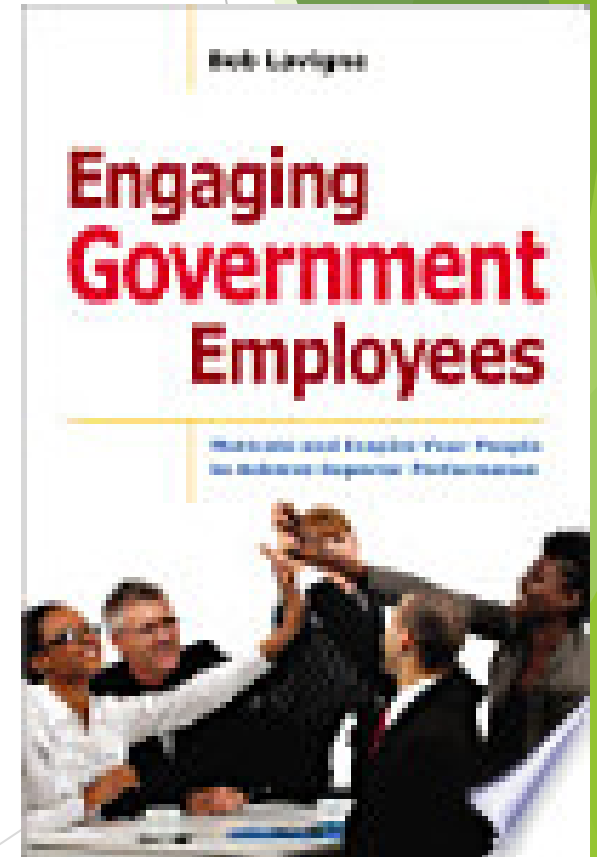
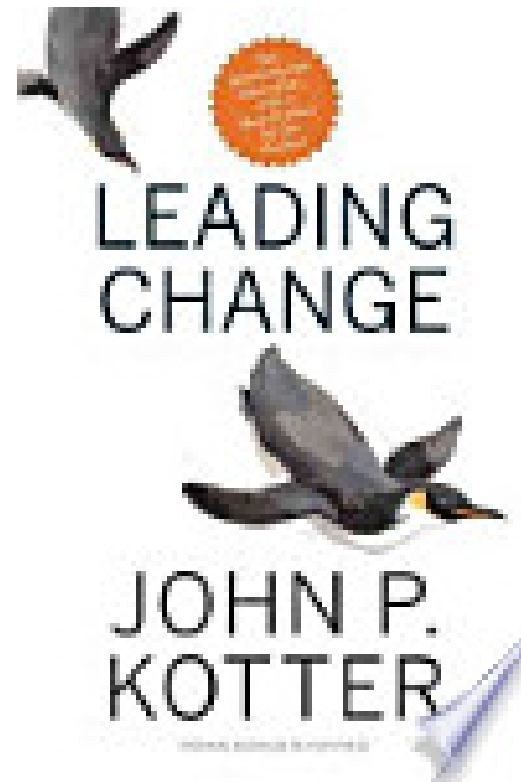
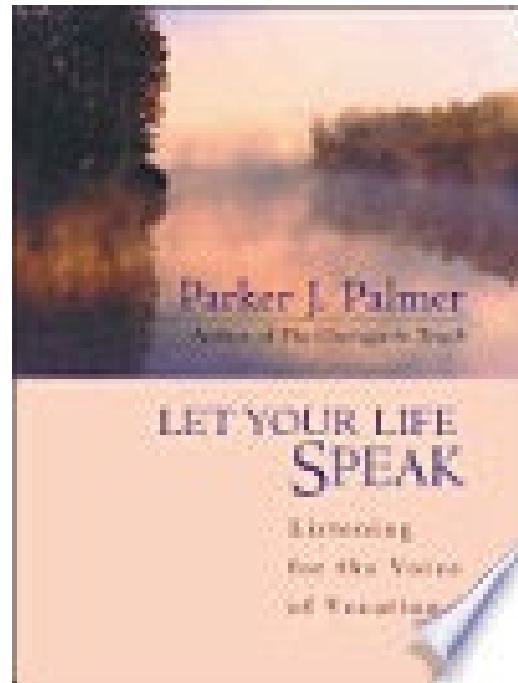
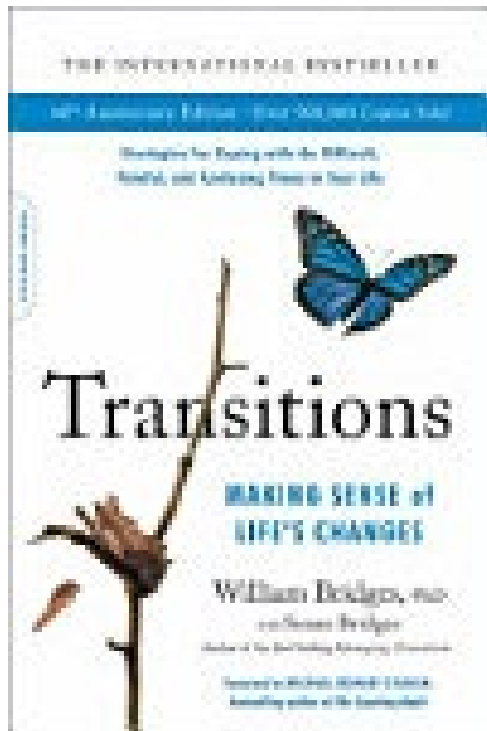
We all can realize the strengths of each of the four types. During stressful times, times of change and transition, we tend to go back to those things that are most comfortable to us, most natural and take the least energy and effort.

Each of the types experience stress and change differently.

Reflection: Know Yourself First

- ▶ What is your stress response?
- ▶ What are the losses you are currently experiencing? Are there ways to compensate for those losses?
- ▶ How do you renew and keep perspective?
- ▶ How can you draw on your strengths as you lead your team?

Learning More about Leadership, Change and Transition



Podcasts to further explore change and transition

<https://blog.simonassociates.net/podcast/151-carsten-tams-changing-the-way-we-manage-change>

Carsten Tams

<https://podcasts.apple.com/pe/podcast/episode-04-its-the-transitions-that-get-you/id1562957366?i=1000528724150>

It's the Transitions that Get You

<https://www.buzzsprout.com/1123070>

Chatting about Change with Dr. Jim Maddox