Holly Henning

Holly Henning is an Assistant Professor at Washington State University and the President of Real Change LLC, a consulting firm specializing in leadership development, strategic facilitation and organizational development.

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.
“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

<table>
<thead>
<tr>
<th><strong>Change</strong></th>
<th><strong>Transition</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Situational</td>
<td>Psychological</td>
</tr>
<tr>
<td>Set of events</td>
<td>Continuous process</td>
</tr>
<tr>
<td>Fast</td>
<td>Weeks, months</td>
</tr>
<tr>
<td>Can be accelerated</td>
<td>Organic process</td>
</tr>
<tr>
<td>The what</td>
<td>The how</td>
</tr>
<tr>
<td>Visible and tangible</td>
<td>Internal shift</td>
</tr>
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</table>
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

From Elizabeth Kubler Ross
How People Respond to Change
Loss and Letting Go

<table>
<thead>
<tr>
<th>Emotions</th>
<th>Physical Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grief</td>
<td>Fatigue</td>
</tr>
<tr>
<td>Anger</td>
<td>Lack of Sleep</td>
</tr>
<tr>
<td>Denial</td>
<td>Tense</td>
</tr>
<tr>
<td>Depression</td>
<td>Shallow Breathing</td>
</tr>
<tr>
<td>Acceptance</td>
<td>Aches</td>
</tr>
<tr>
<td>Mood Swings</td>
<td></td>
</tr>
</tbody>
</table>

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
Nonstop Change

- Overlapping changes
- Simultaneous changes
- Make a transition to “change as the norm” or Resilience, reset the expectation that every status quo is temporary until we find a better way to do things

*Learn to recognize when people are overextended*
With your partner please share
Where are you? Where is your team?

<table>
<thead>
<tr>
<th>Endings</th>
<th>Neutral Zone</th>
<th>New Beginnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denial</td>
<td>Uncertainty</td>
<td>Hope</td>
</tr>
<tr>
<td>Stages of Grief</td>
<td>Chaos</td>
<td>Optimism</td>
</tr>
<tr>
<td>Shock</td>
<td>Confusion</td>
<td>Clarity</td>
</tr>
<tr>
<td></td>
<td>Instability</td>
<td>Purpose</td>
</tr>
</tbody>
</table>

- **Needs**
  - Empathy
  - Validation
  - Vision

- **Needs**
  - Information
  - Communication
  - Plans/Structure

- **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 insatiable thirst for knowledge.

ENTJ
Build, imaginative and strong, always finding a way or making one.

ENTP
Smart and curious thinkers who cannot resist an intellectual challenge.

DIPLOMATS

INFJ
Quiet and mystical, yearns for inspiring and idealistic ideals.

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

ENFJ
Charismatic and inspiring leaders, able to motivate their listeners.

ENFP
Enthusiastic, creative and socially free spirited, who can always find someone to write.

SENTINELS

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

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

ESTJ
Defiant administrators, strongly advocating for their own people.

ESFJ
Defenders of justice, loyal and popular people, always eager to help.

EXPLORERS

ISTP
Build and practical engineers, 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, always feeling on the edge.

ESFP
Spontaneous, energetic and enthusiastic entertainers. Life is never boring around them.
### Learning Styles and Personality Preference

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

It’s the Transitions that Get You

https://www.buzzsprout.com/1123070
Chatting about Change with Dr. Jim Maddox