

Managing Change in the Workplace
SC Association of Counties Teleconference
November 6, 2008
9 a.m. - Noon



9:00 Welcome

Your personality and change (HANDOUT)

Discussion of changing world

Ppt Changing world

Did you know? (HANDOUT)

Discussion of risks of not changing

Ppt Getting “stuck” (HANDOUT)

Ppt Understanding the change process (HANDOUT)

Ppt Wasted worries

Life change scale (HANDOUT)

10:00-10:15 BREAK

10:15 Change activity

Evaluate your skills (HANDOUT)

Managing change, stress and setbacks (HANDOUT)

Seven dynamics of change in the workplace (HANDOUT)

The challenge of organizational change (HANDOUT)

Ppt Change as a part of life

11:00-11:10 BREAK

11:10 Tapping into your potential (HANDOUT)

Ppt Creative success

Six steps for managing change

11:45 Q & A / Receive Call-In Questions

Noon Conclusion

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Your Personality and Change

Put an x on the continuum to indicate how well you feel you manage change.

1 **2** **3** **4** **5** **6** **7** **8** **9** **10**
not well very well

Explain why you gave yourself that score.

Changing World

1. What are some ways organizations are different today than ten years ago?
2. What changes have you seen in your organization?
3. What changes in your job?



Did You Know?

Source: Price Pritchett, *The Employee Handbook of New Work Habits for a Radically Changing World*

- In 1950, 73% of U.S. employees worked in production or manufacturing. Now less than 15 % do.
- Already, an estimated two-thirds of U.S. employees work in the services sector, and “knowledge” is becoming our most important “product.”
- The first practical robot was introduced during the 1960’s. By 1982 there were approximately 32,000 robots being used in the U.S. Today there are over 20,000,000.
- Today’s average consumer wears more computing power on their wrist than existed in the entire world before 1961.
- Look at the roster of the 100 largest U.S. companies at the beginning of the 1900’s. Of those, only 16 are still in existence.

Are You Prepared for Change?

“There is no likelihood man can ever tap the power of the atom.”

Robert Millikan, Nobel Prize winner in physics, 1920

“I think there is a world market for about five computers.”

Thomas J. Watson, IBM chair, 1943

“Television won’t hold on to any market it captures after the first six months. People soon tire of staring at a box every night.”

Darryl Zanuck, head of 20th Century Fox, 1946

“There is no reason for any individual to have a computer in their home.”

Ken Olson, president, Digital Equipment, 1977

“80% of the technology you and I will use in 10 years hasn’t been invented yet.”

Jill Harris, author of *The Learning Paradox*

Getting Stuck

Most people at one time or another feel as if they are just spinning their wheels, unable to go another direction either in career or in life. This feeling of being stuck in one place is sometimes part of a necessary crisis leading to personal growth.



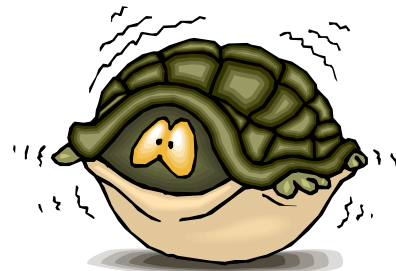
What is stuck? It can be feeling frustrated, stressed, even feeling a significant down mood, maybe heading toward depression. It can be feeling something is wrong with us.

Describe situations where you have felt “stuck”:

Vulnerability and Change

What things make a person most vulnerable to change and feel out of control?

1. Rigid
2. Poor self-esteem
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.



Understanding the Change Process

Four Stages of Change

1. **DENIAL**
 - "This can't be happening."
 - Blocking out
2. **RESISTANCE**
 - Complaining
 - "We've done it this way for 20 years."
 - Anger
3. **TRANSITION**
 - Feeling at a loss
 - "Where now?"
 - Indecisiveness
 - Chaos
 - "Maybe"
4. **START AGAIN**
 - "Just Maybe"
 - Hopeful
 - Excitement
 - Energy



Things Necessary for Change

- _____
- _____
- _____

Life Change Index Scale

Dr. Thomas Holmes and other psychiatrists at the University of Washington in Seattle have developed the following scale, which predicts stress-related illness. Not all the stress items are negative. Some are highly enjoyable, such as vacation, birth of a new child. But life changes totaling 150 to 200 on the scale within a 12-month period produced illness in 37 percent of test subjects. Almost 80 percent who scored 300 or more became ill.

<u>Life Change</u>	<u>Value</u>
Death of spouse	100
Divorce	73
Marital separation	65
Jail term	63
Death of close relative	63
Personal injury or illness	53
Marriage	50
Fired from job	47
Marital reconciliation	45
Retirement	45
Change in health of relative	44
Pregnancy	40
Sex problems	39
Birth of child	39
Business change	39
Financial change	38
Death of close friend	37
Change of job	36
More or less arguments with spouse	35
Mortgage over \$ 100,000	31
Foreclosure of loan	30
More or less responsibilities at work	29
Child leaves home	29
In-law trouble	29
Outstanding personal achievement	28
Wife starts or stops work	26
Start or stop school	26
Change homes	25
Change personal habits	24
Boss trouble	23
Different work hours	20
Change residences	20
Change schools	20
Change social life	18
Loan less than \$10,000	17
Change in sleeping patterns	16
More or less family socials	15
Change in food habits	15
Vacation	13
Christmas	12
Minor legal problems	11

Evaluate Your Skills

Checklist: On a scale from 1 to 5 evaluate your skills. 1 = poor, 5 = very good

- _____ 1. Express appreciation.
- _____ 2. Take risks.
- _____ 3. Listen to others.
- _____ 4. Regularly assess and evaluate my skills.
- _____ 5. Prioritize my needs.
- _____ 6. Ask for help when I need it.
- _____ 7. Give help when I see a co-worker needs it.
- _____ 8. Set goals.
- _____ 9. Regularly evaluate and re-set goals.
- _____ 10. Take responsibility for my actions.
- _____ 11. Give feedback constructively.
- _____ 12. Receive feedback with an open mind.
- _____ 13. Reflect on my mistakes and learn from them.
- _____ 14. Sell my ideas to others.
- _____ 15. Work well with team members or other people in my area.



Which one of the above would you like to change, improve or take to the next level?

Managing Change, Stress and Setbacks

1. Expect to be uncomfortable and ill at ease at first. It's normal.
2. Don't panic and rush out and make reactive decisions. Go with the flow for a while.
3. Analyze the situation and figure out what it is you really fear.
4. Listen to your body and be good to yourself.
5. Prepare for change and transitions by expecting things to change.
6. Put balance in your life.
7. Know your stress relievers and cultivate new ones.
8. Managing stress really means managing the fear, anger and anxiety you feel. With training you can become more flexible, adaptable and resilient.

Activity

What are your stress relievers?

Dealing with Setbacks

1. Believe in a positive outcome.
2. Understand that everyone has bad things happen to them.
3. Change direction if necessary.
4. Be aware of and use the stages of recovery:
 - denial
 - anger
 - bargaining
 - depression
 - acceptance
5. Help others.



Proverb: “The harder you fall, the higher you will bounce.”

Seven Dynamics of Change In the Workplace

Whatever the kinds of change that people encounter, there are certain patterns of response that occur and re-occur. It is important that people understand some of these patterns, since they are normal outcomes of the change process.

People will feel awkward, ill-at-ease and self-conscious

Whenever people are asked to do things differently, their habitual ways of doing things is disrupted. This tends to make people feel awkward or uncomfortable as they struggle to eliminate the old response and learn the new.

People initially focus on what they have to give up

Even for positive change such as promotions, people will concentrate on what they will be losing. They may seem to have an irrational response to change.

People will feel alone even if everyone else is going through the same change.

Everyone feels (or wants to feel) that their situation is unique and special. Unfortunately, this tends to increase the sense of isolation for people undergoing change.

People can handle only so much change

On a personal level, people who undergo too much change within a short time will become dysfunctional, and in some cases may become physically sick. While some changes are beyond our control, it is important not to pile change upon change upon change.

People are at different levels of readiness for change

Some people thrive on change and like change. It's exciting to them. Others don't. It's threatening to them. Understand that any change will have supporters and people who have difficulty adapting.

People will be concerned that they don't have enough resources

People perceive that change takes time and effort, even if it has the long term effect of reducing workload. They are correct that there is a learning time for most change, and that this may affect their work.

If you take the pressure off, people will revert to the old behavior

If people perceive that they don't have to stay with the changes at work, they will go back to the old way.

Seven Dynamics of Change by Ken Blanchard

The Challenge of Organizational Change

Change is a way of life and growth can't happen without it. Managing change can be challenging at best. Changes in the workplace affect the employees and the employers. Managers and supervisors face the every day challenges of organizational change. Getting employees on board with those changes can be a difficult task.

Employees face challenges as well, but theirs is more of a change in habit. It takes some people longer to change when "we've been doing it that way for years."

For Supervisors

Change experts say that if you can keep up morale, change happens with less opposition and may be a motivator to some employees. They say four principles should be applied to organizations.

➤ **Play**

Work made fun gets done, especially when we choose to do serious tasks in a lighthearted, spontaneous way.

➤ **Make their day**

When you "make someone's day" through a small kindness, you can help morale.

➤ **Be there**

Helping out one another helps prevent burnout.

➤ **Choose your attitude**

Look for opportunities.

For Everyone

Spencer Johnson, M.D., author of *Who Moved My Cheese*, sums up change by asking people to see the "handwriting on the wall." According to Johnson, people need to face change and embrace it as a part of life. His advice is:

- ☺ **"Change happens"** Companies are downsizing to stay afloat.
- ☺ **"Anticipate change"** Get ready for what will come.
- ☺ **"Monitor change"** Be aware.
- ☺ **"Adapt quickly"** You can't let change over take you.
- ☺ **"Change"** Make the necessary changes to move forward.
- ☺ **"Enjoy Change"** Savor the adventure.

Tapping into Your Potential

In the workplace today, employees are expected to wear many “hats.” They need to be analytical, technical and problem solvers, but also to be creative and able to visualize. Very few people are good at all these things. You are born with what is called a left or right brain dominance. Each side of your brain controls or “specializes” in certain things. The challenge today is to develop the non-dominant side of your brain to help “balance” yourself and tap into your potential.

The following is a short test to see if you lean towards being more left-brained or right-brained. Get a blank sheet of lined paper. Every time you read a description or characteristic that applies to you, write down its number on the blank sheet of paper. There is no certain number of characteristics you must choose. After you are done, look at the scoring key. Next to every number on your paper, write whether it was a L or a R. Count up the number of L’s and R’s. Whichever number is higher represents your dominance. If the numbers are close, that means you use both sides of your brain equally.

1. I constantly look at a clock or wear a watch.
2. I keep a journal or diary of my thoughts.
3. I believe there is an either right or wrong way to do everything.
4. I find it hard to follow directions precisely.
5. The expression “Life is just a bowl of cherries” makes no sense to me.
6. I frequently change my plans and find that sticking to a schedule is boring.
7. I think it’s easier to draw a map than tell someone how to get somewhere.
8. To find a lost item, I try to picture in my head where I last saw it.
9. I frequently let my emotions guide me.
10. I learn math with ease.
11. I’d read the directions before assembling something.
12. People tell me that I am always late getting places.
13. People have told me that I’m psychic.
14. I need to set goals for myself to keep me on track.
15. When somebody asks me a question, I turn my head to the left.
16. If I have a tough decision to make, I write down the pros and the cons.
17. I’d probably make a good detective.
18. I learn music with ease.
19. To solve a problem, I think of similar problems I have solved in the past.
20. I use a lot of gestures.
21. If someone asks me a question, I turn my head to the right.
22. I believe there are two ways to look at almost everything.
23. I have the ability to tell if people are lying or guilty of something, just by looking at them.

24. I keep a “to do” list.
25. I am able to thoroughly explain my opinions in words.
26. In a debate, I am objective and look at the facts before forming an opinion.
27. I’ve considered becoming a poet, a politician, an architect, or a dancer.
28. I always lose track of time.
29. When trying to remember a name I forgot, I’d recite the alphabet until I remembered it.
30. I like to draw.
31. When confused, I usually go with my gut instinct.
32. I have considered becoming a lawyer, journalist, or doctor.

Your Score: _____ L’s _____ R’s

Scoring Key

1. L
2. L
3. L
4. R
5. L
6. R
7. R
8. L
9. R
10. L
11. L
12. R
13. R
14. L
15. R
16. L
17. L
18. R
19. R
20. R
21. L
22. R
23. R
24. L
25. L
26. L
27. R
28. R
29. L
30. R
31. R
32. L

Creative Success = Hard + Soft Thinking

LEFT BRAIN

logical
verbal
words
structured
judgmental
orderly
time specific

RIGHT BRAIN

intuitive
creative
pictures
flexible
nonjudgmental
random
time free

HARD THINKING

SOFT THINKING

Increasing Creativity and Overcoming Mental Blocks

1. Cross your arms or legs in the non-dominant way.
2. When looking at a magazine, go from right to left.
3. Sit on the opposite side of a movie theater than you usually do.
4. Walk a lot.
5. Drive to work in a different way.
6. Write down your thoughts as fast as you can and then go back and edit.
7. Doodle or scribble with the "wrong" hand.
8. Interlock your fingers the wrong way.
9. Do a crossword puzzle.
10. Close your eyes and daydream.

Six Steps for Managing Change

- Step 1. Recognize and understand the change**
- what is the specific change
 - why
- Step 2. Define whether change is forced or by choice**
- if change is forced, look at how you can make this change more acceptable
- Step 3. Identify obstacles and barriers**
- which obstacles are external (deadlines)
 - which obstacles are internal (perfectionism)
- Step 4. Choose your mindset**
- Step 5. Choose your plan and take action**
- what are some steps to help deal with this change
 - what will be my first step
- Step 6. Review, reflect, refocus renegotiate**
- what's working
 - do I need a new direction

