

Taking Charge Of Change



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The Changing Workforce

This is the first time in American history that we have had *four* different generations working side-by side in the workplace. At work, generational differences can affect everything, including recruiting, building teams, dealing with change, motivating, managing, and maintaining and increasing productivity. Research indicates that people communicate based on their generational backgrounds. Each generation has distinct attitudes, behaviors, expectations, habits and motivational buttons.

In 2011, 50 percent of the people in the population were at retirement age, but there's no saying whether they will actually retire. In 2010, only 31 percent of the workforce was in that middle-of-the road age group of 35 to 45, meaning there will be a lot of older and younger workers together in professional situations without the buffer group to help them understand each other.

Generational diversity, including workforce differences in attitudes, beliefs, work habits, and expectations, can be challenging.

The 4 generations

Traditionalists

Born before 1946



Baby Boomers

Born between 1946 and 1964



Generation X

Born between 1965 and 1980



Generation Y (Millennials)

Born between 1981 and 2000



What Generation Are You?

1. You might be a _____ if The Mickey Mouse Club once seemed like something that would be cool to join.
2. You might be a _____ if you remember the first family on the block to get a TV.
3. You might be a _____ if you cut your musical teeth on Madonna, Duran Duran and The Cure.
4. You might be a _____ if you had atom bomb drills in school.
5. You might be a _____ if you consider '80's music to be oldies.
6. You might be a _____ if you watched 90210 and Melrose Place in your college dorm.
7. You might be a _____ if you had friends who swore they were at Woodstock, even if they weren't.
8. You might be a _____ if you still have some of your clothes in the closet from your Grunge Rock phase.
9. You might be a _____ if you lived through the McCarthy trials.
10. You might be a _____ if you knew someone at school like "Leave It to Beaver" wise guy Eddie Haskell.
11. You might be a _____ if Y2K was one of the big scares of your youth.

12. You might be a _____ if you were in college when Mark McGwire broke Roger Maris' record.
13. You might be a _____ if you remember listening to the Fireside Chats.
14. You might be a _____ if Web design was offered as an elective in high school.
15. You might be a _____ if the first time you heard about Vietnam, you weren't sure what or where it was.
16. You might be a _____ if your first car had a tape deck in it.
17. You might be a _____ if when you typed your first resume it was on a typewriter.
18. You might be a _____ if the fall of the Berlin Wall was during your coming of age.
19. You might be a _____ if you owned a pair of Vans shoes.
20. You might be a _____ if the OJ murder trial was televised when you were in high school.

Traditionalists

Born between 1922-1945

Former Presidents George Bush and Jimmy Carter, John Glenn, and Jane Fonda are Traditionalists.

Baby Boomers

Born between 1946-1964

Presidents George W. Bush and Bill Clinton, Oprah Winfrey, Bill Gates and Bruce Springsteen are Baby Boomers.

Generation X's

Born between 1965-1980

Michael Jordan, Tiger Woods
And Mariah Carey are Xers.

Generation Y's

Born between 1981-2000

Serena Williams, Britney Spears,
and Daniel Radcliff are Y's.

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

Two approaches to change

Pro-active:

Re-active:

What is happening in your organization?

- New technology
- More employee involvement in all levels of decision making
- Diminished job and career security due to restructuring and downsizing
- Pressure to work longer hours for the same pay
- Increased desire for meaningful work
- Increased emphasis on flextime, job sharing and contingency workers
- Emphasis on customer service
- Loss of administrative support
- More responsibility and accountability for individual employees
- Need for continuous self-improvement and new skill development
- Greater pressure to balance work/family issues
- Shift to teams of all kinds
- Other

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 an illness in 37 percent of test subjects. Almost 80 percent who scored 300 or more became ill.

Life Change	Value
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

Signals of Change-Related Stress

Evaluate your working environment by checking the behaviors you've noticed.

- Gossip and rumors increase.
- People call in sick more often.
- People take more vacation time.
- Productivity drops.
- Angry outbursts occur regularly at meetings.
- Deadlines are missed on a regular basis.
- Finger pointing is common.
- Policies and procedures are unclear, inconsistent and not implemented consistently.
- There's no clear leadership.
- Rules and regulations are ignored/disregarded.
- Communication is minimal and inconsistent.
- People quit or find jobs on impulse.
- Good people are recruited away.

Getting Stuck

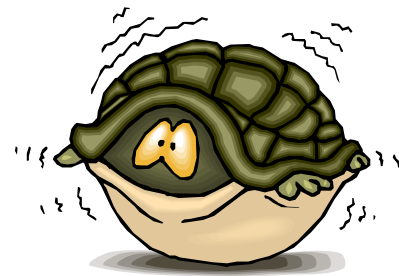
Most people at one time or another feel as if they are just spinning their wheels, unable to go another direction either in career or in life. This feeling of being stuck in one place is sometimes part of a necessary crisis leading to personal growth.

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.

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.



Navigating the Transitions of Change

One of the main points that William Bridges makes in his book “The Way of Transition” is that transition is not the same as change. Change is what happens to you. Transition is what you experience. And transition involves loss and letting go—typically of old familiar routines and ways of doing things, social identity, role identity, status, money and relationships. His theory involves a three-phase process of:

1. **Ending, letting go**
2. **Neutral zone**
3. **New Beginning**

DENIAL

- "This can't be happening."
- Blocking out

RESISTANCE

- Complaining
- "We've done it this way for 20 years."
- Anger

TRANSITION

- Feeling at a Loss
- "Where now?"
- Indecisiveness
- Chaos
- "Maybe"

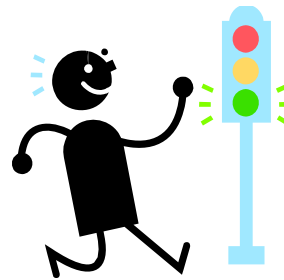
START AGAIN

- "Just Maybe"
- Hopeful
- Excitement
- Energy



Changing Fear to Positive Energy

1. Face the fear
2. Get it out in the open
3. Talk it over with someone
4. Think about something you used to fear and how you dealt with it.
5. Take risks on purpose
6. Creative worrying
7. Timed worrying
8. Positive self-talks
9. So what?
10. Plan A, B, C
11. Fear is normal
12. Deep breathing
13. Do something
14. Have a parachute
15. Fake it till you make it



ACTIVITY

What are some other ways to handle or manage fear so we do not allow fear to control us?

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.

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 everyday 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 overtake you.
- 😊 "Change" Make the necessary changes to move forward.
- 😊 "Enjoy Change" Savor the adventure.

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

