Building a Common Vision

Strategies For Sustaining Change

Intended Outcomes for Today

• Recognize change process characteristics and how they impact current our work
• Gain better understanding of communication styles and strategies for conversations about change
• Expand current knowledge and skills of supporting change from exchange of successful strategies
Change is EVERYWHERE!
Just look in the mirror!

Change is an individual choice and a highly personal experience.
Why is Change so Hard?

Share your thoughts based on your current work with programs

- It is a PROCESS, not an event.
- It requires developmental growth in both feelings and skills
The loss of control is at the Heart of Change

Our past experiences establish expectations about how certain things should be and how things should operate..... These expectations provide our sense of control

Linda Hoopes, PhD and Mark Kelly, MBBS. Managing Change with Personal Resilience, 2004

Capacity for Change

Management of change is about expectations and perceptions

Linda Hoopes, PhD and Mark Kelly, MBBS. Managing Change with Personal Resilience, 2004
Think of person as a sponge

and water as changes, once the sponge is full, water runs off. Pouring more water (change) into a “full sponge” can cause problems.

Linda Hoopes, PhD and Mark Kelly, MBDO. Managing Change with Personal Resilience, 2004

Change is about Emotions

What people are reacting to is the EMOTIONAL side of change.

Facilitating Organizational Change, University Associates, 1998
The Emotional Cycle of Change

**STAGE 1: DENIAL**
- Helplessness
- Shock
- Void of joy
- Fear
- Numbness
- Grief
- Loss of Spontaneity
- Holding on to the status quo
- Fear of change
- Risk Aversion

**STAGE 2: RESISTANCE**
- Anger, rage
- Blame
- Insensitivity
- Pain
- Sadsness
- Bitterness
- “What’s the Use”
- Guilt
- Shock is wearing off

**STAGE 3: CHAOS**
- Blocked Excitement
- Confusion
- Moving forward
- Exploration
- Constructive Action
- Pain
- Letting Go
- Feeling Better
- Openness to learning

**STAGE 4: RENEWAL**
- Curiosity
- Acceptance
- Unleashed spirit
- Creativity
- Optimism
- Helping each other
- Trust
- Commitment
- Need for each other
- Common Purpose
- Celebration

The Transition Process

Facilitating Organizational Change, University Associates, 1998
About Resistance

Barriers to action and change
Are often caused by a lack of clarity


1. A culture of “NO”

Always a good reason not to do something;
two sources: a culture that overvalues criticism and analysis, and complex decision making processes, where anybody can say “no”, but nobody can say “yes”.

2. The show must go on

Too much focus
on process; Confuse ends & means,
Form & content;
Presentation more important than
quality efforts on behalf of children


3. The grass is always greener

Avoidance tactic
that does not
confront tough problems;
Suggesting new approaches
to avoid facing challenges

4. After the meeting ends, debate begins

Cooperative meetings are followed by resistance; Politics triumphs over substance; Meetings become empty rituals


5. This too shall pass

Reluctant to respond to Change; Ignore new initiative, work around them, or wait things out

Take a moment and think about the barriers presented. Which are the two top ones that come to mind?

Top Two Barriers: Number One

1. A culture of “No”
2. The show must go on
3. The grass is always greener
4. After the meeting ends, the debate begins
5. This too shall pass

Top Two Barriers: Number Two

1. A culture of “No”
2. The show must go on
3. The grass is always greener
4. After the meeting ends, the debate begins
5. This too shall pass

In order to help others with change, we need to begin with a conversation.

Understanding communication styles is the key.
Communication Styles

• There is no right one
• Can serve as a foundation for consultants
• Recognizing preferred communication styles helps with intentional efforts that can yield positive relationships and results
• When you understand your own, you are able to understand where others are coming from

Shawn Kent Hayashi, Conversations for Change, 2011
What is your Communication Style?

Take a few moments and look over your Communication Style Checklist. As we look at the different conversation starters, do these statements/questions work for you?

Communication Styles

- Dominant
- Influential
- Steady
- Compliant

Shawn Kent Hayashi, *Conversations for Change*, 2011
Suggestions for conversations: High Dominant

- “We can make this happen if we decide today....”
- “The results we are aiming for....”
- “The benefits are.....”
- “Let’s take action of this now...”
- “Let’s pick up the pace on this...”

Shawn Kent Hayashi, Conversations for Change, 2011

High Dominant Style .. Avoid

- Getting thrown off if the person is confrontational
- Moving slowly, insisting on discussing every detail
- Walking on egg shells!

Shawn Kent Hayashi, Conversations for Change, 2011
Suggestions for conversations: High Influence

- “I am excited about…”
- “So many people will....”
- “I feel so happy about...”
- “I love working with you because...”
- “What great news!.....”

Shawn Kent Hayashi, Conversations for Change, 2011

High Influence Style... Avoid

- Using lots of facts and data to influence
- Getting uptight when person goes off on a tangent
- Expectation of staying with detailed, long-term projects

Shawn Kent Hayashi, Conversations for Change, 2011
Suggestions for conversations: High Steady

• “Let’s take a few days and think this over....”
• “Would you help me with...?”
• “I promise I will.....”
• “Take your time and when you feel comfortable....”

Shawn Kent Hayashi, *Conversations for Change*, 2011

High Steady... Avoid

• Pushing for quick decision
• Expecting saying no directly or expressing disagreement
• Getting big picture in first conversations

Shawn Kent Hayashi, *Conversations for Change*, 2011
Suggestions for conversations: High Compliance

• “I read some research on this…..”
• “What does this data tell you…?
• “There is little risk in exploring these three options first…”
• “This strategy has a provided some very positive results….”

Shawn Kent Hayashi, Conversations for Change, 2011

High Compliance... Avoid

• Rushing conversations, leaving no time for questions
• Asking for gut reaction
• Being emotional or disorganized

Shawn Kent Hayashi, Conversations for Change, 2011
Taking on the role of a Change Agent

Be a Change Champion during change transition

- Acknowledge the “feeling” side of change
- Take care of yourself
- Be a leader
- Meet the resistance face to face
- Help eliminate the information vacuums
- Help build morale and celebrate along the way
- Help with “letting go”
- Be a risk taker
- Stay close to your directors and teachers
- Don’t give away your power
Being a Change Agent

What has worked for you?

How to make the SWITCH
Direct the Rider

• **Follow the bright spots** - what is working and clone it
• **Script the critical moves** - think in terms of specific behaviors
• **Point to the destination** - change is easier when you know where you are going and why it is worth it

*SWITCH: How to Change Things When Change is Hard. Chip and Dan Heath, Broadway Books, 2010*

Motivate the Elephant

• **Find the feeling** - make people feel something
• **Shrink the change** - break down change until it no longer scares the Elephant
• **Grow people** - cultivate a sense of identity and instill growth mind set

*SWITCH: How to Change Things When Change is Hard. Chip and Dan Heath, Broadway Books, 2010*
Shape the Path

- **Tweak the environment** - when the situation changes, the behavior changes
- **Build habits** - look for ways to encourage habits
- **Rally the herd** - behavior is contagious, help it spread

*SWITCH: How to Change Things When Change is Hard. Chip and Dan Heath, Broadway Books, 2010*
Discussion:

Questions?
Comments?
Thoughts?

“Let us be the change we want to see in the world”

Gandhi
References