

Navigating Change in Uncertain Times

Workshop Objectives

- ▶ Explore the nature of change today
- ▶ Understand needs in the workplace
- ▶ Identify areas of change resilience
- ▶ Determine next steps to support yourself/others through change

Change and Uncertainty: Permanent Whitewater Events*

- ✓ Surprising (comes out of nowhere)
- ✓ Novel (new or unknown)
- ✓ Messy (affect many parts of the organization)
- ✓ Won't go away (have to address them)
- ✓ Continual (the new normal)

*As explained by Peter Vaill, PhD

Resistance to Change

Supervisors/Managers	Staff
<ul style="list-style-type: none">• Understanding direction (the why) from leaders and how to translate that to staff• Loss of control in their position or negative impact on their role• Increase workload and not enough time	<ul style="list-style-type: none">• Lack of vision and purpose• Lack of leadership support• Lack of resources• Lack of information• Increased workload and not enough time• Skill gap

Culture of change resistance both past and present
Lack of involvement in change process

Adaptive Action: What? So What? Now What?

Adapted from the Human Systems Dynamics Institute

What?

2. Identify a workplace change challenge/issue

Think about a current workplace change challenge/issue that has: 1) many moving parts and competing interests, 2) the issue keeps showing up after you think you have “fixed” it, and 3) the issue evolves and changes over time.

a. List the concrete facts about the challenge/issue

b. How and where are you/others/the group stuck?

So What?

2. Identify a ‘pattern’ that contributes to or is a result of the change challenge/issue

Describe specific details about the workplace change challenge/issue.

a. Generalizations? *In general, I notice...*

b. Exceptions or contradictions? *On one hand xyz, on the other hand... or In general xyz, but...*

c. Surprises? *I didn't expect...*

d. Describe the pattern:

Who's involved?

What's happening?

How are people responding?

Now What?

3. Identify a plan of action

Complete the following questions to help you define some strategies to take action.

a. Who's doing what, when and for how long?

b. What resources do you need?

c. Who needs to know about it?

d. How will you know when you're finished?

Needs in the Workplace

Status
Certainty
Autonomy
Relatedness
Fairness

Dimensions of Change Resilience

- ✓ Self-Assured
- ✓ Personal Meaning
- ✓ Socially Connected
- ✓ Interpersonal Competence
- ✓ Flexible/adaptable
- ✓ Proactive
- ✓ Organized
- ✓ Problem Solver



Working with Resistance

Articulate the why
Attend to individual needs
Positively role model
Listen, listen, listen
Communicate, communicate
Be patient
Reward positive behaviors