



Navigating Change in Uncertain Times

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Learning 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

The Nature of Change Today

Volume



Speed



Complexity



**'Permanent
White Waters'**

The Nature of Change Today

White Water Events

- ▶ **Surprising** (come 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)



ACTIVITY

Individually:

WHAT? SO WHAT? NOW WHAT?

Describe a workplace change challenge you are current facing.

Needs in the Workplace

- ▶ Status
- ▶ Certainty
- ▶ Autonomy
- ▶ Relatedness
- ▶ Fairness

Source: SCARF: A Brain-Based Model for Collaborating with and Influencing Others, Dr. David Rock

Resistance to Change

Supervisors/Managers

- ▶ 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

Staff

- ▶ 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

Change Resiliency

Resilient people:

- ✓ Show strength during adversity
- ✓ Spring back easily from the stresses of change
- ✓ Grow stronger from their experiences with change

Resilience is a mindset that you can develop.

Dimensions of Change Resilience

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



ACTIVITY

With a Partner:

- Review your change challenge
- What are 1 or 2 resilience dimensions you could develop further?
- What actions could help you increase resiliency in this situation?

Working with Resistance

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

Tips to Develop Resiliency

- ▶ **Self-Assured** - inventory your strengths
- ▶ **Personal Meaning** - define your values and priorities
- ▶ **Socially Connected** - friends, family, network, professional organizations
- ▶ **Interpersonal Competence** - monitor your emotional reactions

Tips to Develop Resiliency

- ▶ **Flexible/adaptable** - Ask someone for an example when they have noticed
- ▶ **Proactive** - Make a list; assert yourself
- ▶ **Organized** - Break down tasks
- ▶ **Problem Solver** - view organization as a systems with interrelated parts

Action Plan

- ▶ **What's one thing you learned about yourself around change?**

- ▶ **Share one action you will take to strengthen your resiliency in your current change challenge**

Questions/Comments?



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