

Get Real

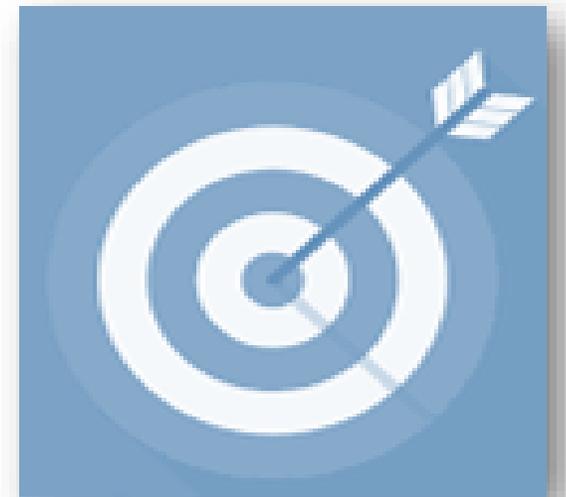
LEBOFFE
& ASSOCIATES

Managing Change in a BANI* World

*brittle, anxious, non-linear, and incomprehensible.

Our Objectives

- Increase Personal Awareness & Effectiveness as a Change Agent
- Influence Change & Foster Stakeholder Alignment
- Learn Practical Tools & Approaches for Managing Change
- Learn from Experience & Peer Insights



Our Road Map

Part 1 – Change and You

- Perspectives on Change
- Understand characteristics of different CSI Styles
- Discuss how to Support/Influence each CSI Style

Part 2 – The Road Ahead

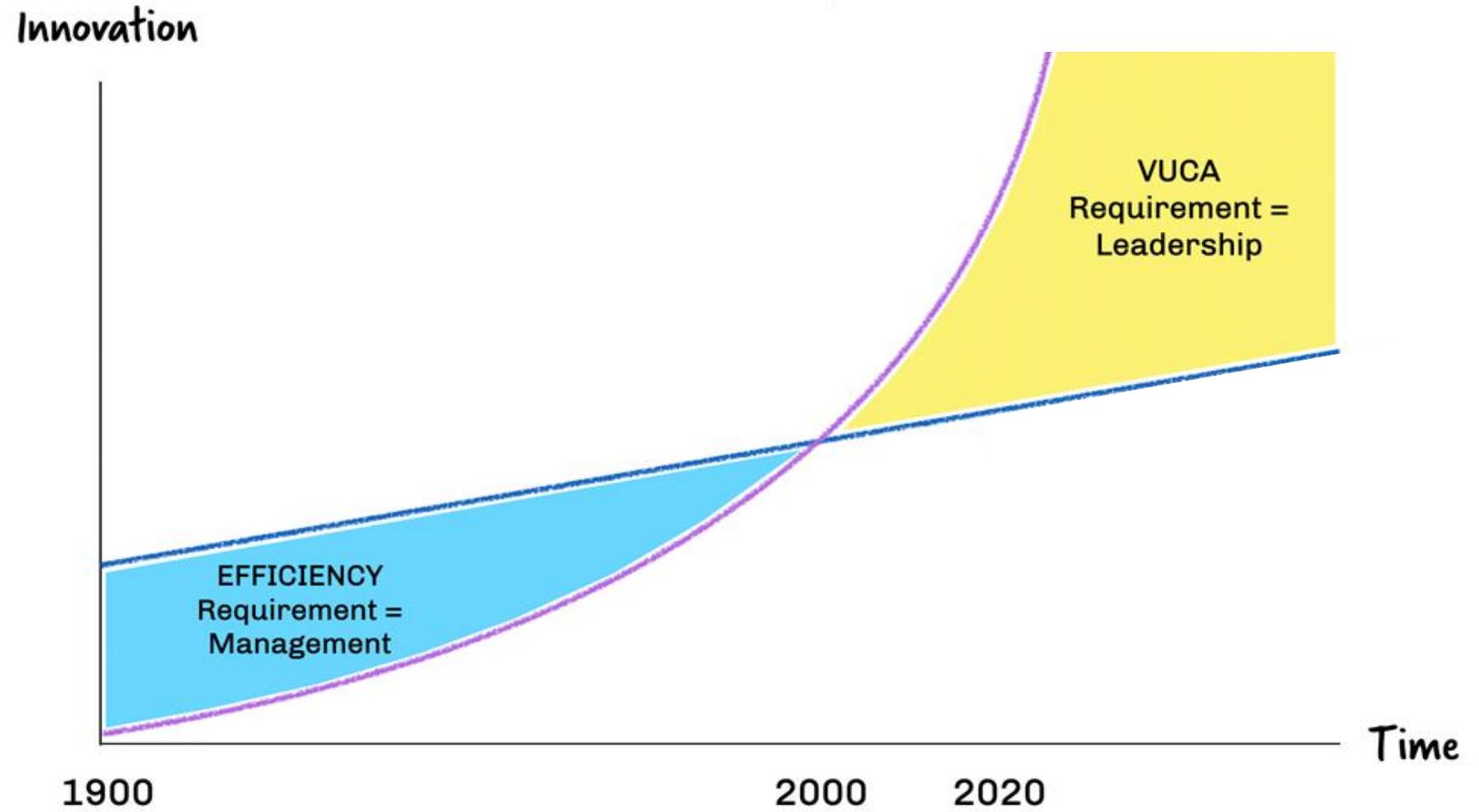
- The Change Journey
- Move through Change with greater ease
- Help others to embrace Change faster



What makes change difficult?



**The Problem/
Opportunity . . .
is our Brain**



**THE
MONKEY/
STEPLADDER
EXPERIMENT**



We often resist change because we fear loss

We want to preserve:

- Relationships
- Role identity
- Job mastery
- Self-esteem

.... Things that are *comforting and satisfying*



How do we go from this . . .



To This?



Two Levers: Your Approach & The Journey

Understand your preferred change style and that of your key stakeholders

Better appreciate diverse perspectives on Change and understand how to help others navigate through their changes.

Understand the Change journey – to anticipate challenges and increase the velocity of Change





What is *my*
Preferred
Change
Style?

What's Your Style?



DOES

- Explain preferred style preferences in initiating and dealing with change.
- Describe three change style preferences that are more influenced by personality than situation.
- Create an appreciation for change style diversity.

DOES NOT

- Present a right or wrong; “better” or “worse” style.
- Measure level of competence at management, implementation or leadership of change.
- Limit individuals to predetermined responses to change.

We All Have Preferences; Understanding them is Key



Conservers



Pragmatists



Originators

Change Style Preferences – Intention & Needs



- All styles are **well-intended**.
- All preferences have **strengths**.
- **All strengths can be overdone.**
- All preferences can thrive through change if they have the right **environment**.

Change Style Preferences

	Conservator	Pragmatist	Originator
Structure	<i>Accept the structure</i>	<i>Explore the structure</i>	<i>Challenge the structure</i>
Pace	<i>Prefer change that is incremental</i>	<i>Prefer change that is functional</i>	<i>Prefer change that is expansive</i>
Intent	Be effective and efficient	Do what works, given constraints	Create a brave, new, and better world
Sees Change as . . .	Risky	Necessary	Exciting

Conservers

When facing change **CONSERVERS:**

- Generally, prefer clearly defined **structure**
- Like to focus on **details** and implementation
- Tend to value “**tradition**” and **best practices**
- Don’t like surprises and **uncertainty**
- “May appear” **cautious** and inflexible
- Tend to be **convergent thinkers**



Conservers - Style Characteristics



Contributions

- Timely and **diligent**
- Respect **rules**, authority, and routine
- Attend to **details** and are strong on follow-through
- Work well with **structure**

Overdone Strength

- Might appear **rigid**
- Might seem to discourage innovation by being **rules driven**
- Might **overly focus** on details
- Too much structure might increase cost or **slow progress**

Preferred Work Environment

- **Steady**, with time for reflection
- Stable, structured, orderly and **predictable**
- **Progress** is acknowledged and rewarded

Originators

When facing change **ORIGINATORS**:

- Can appear **unconventional and spontaneous** – very much in the moment
- Are **not constrained** by traditional ideas when problem solving
- Tend to focus on the “**big picture**” rather than the details
- Can **dismiss** established practices with ease
- Tend to be **divergent thinkers**



Originators – Style Characteristics



Contributions

- Initiate **new** ideas, projects, and activities
- Support and encourage **risk taking**
- Catalysts for **change**

Overdone Strength

- Might move on to something new **too soon**
- Can become lost in their ideas and not see the constraints or **impact**
- Can appear **unyielding** and discourage others from challenging them

Preferred Work Environment

- Less attention to detail; focus on the **future**
- Working independently on challenging, **new** problems
- **Few rules** and policies
- Multiple projects

Pragmatists

When facing change **PRAGMATISTS:**

- Value change that produces readily **visible benefits**
- More interested in **functionality** than tradition or novelty
- Operate as mediators and **catalysts** for understanding
- Take more of a **middle-of-the-road** approach



Pragmatists – Style Characteristics



Contributions

- Realistic and **practical**
- **Collaborative** & action-oriented
- **Balance** short- and long-range perspectives

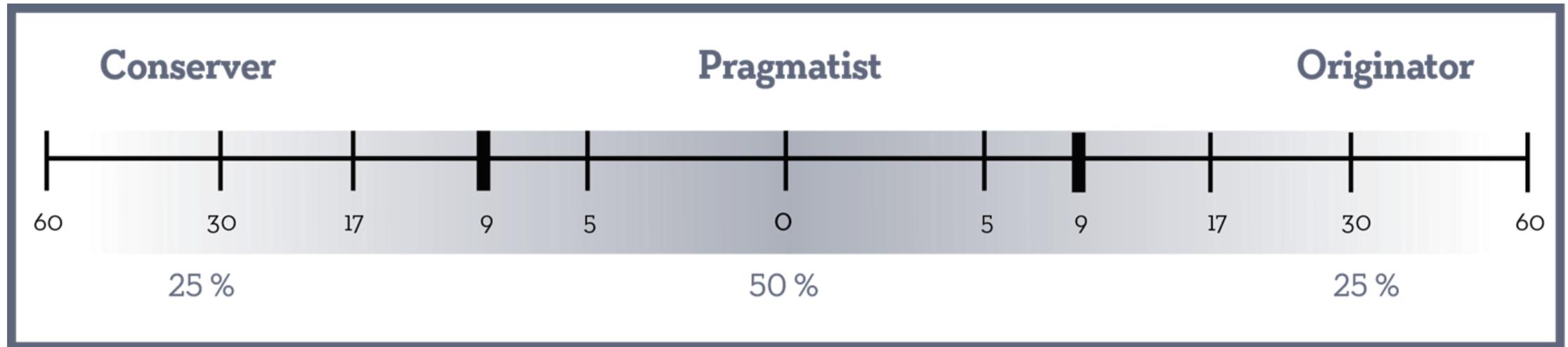
Overdone Strength

- Could try to **please** too many people
- Might appear **indecisive** and undirected
- Might not promote ideas and priorities to show enough **commitment**

Preferred Work Environment

- **Flexible** and **adaptive**
- Allow **experimentation**
- Action-oriented and **productive**
- **Collaborative** and **constructive** mindset.

Change Style Preference Continuum



53%

45%

**One
person**

Reflection: What might our Preferences suggest about how we collectively prefer to go about change in our culture?

How might Change Styles respond differently to a Change Event?

- Perspective
- Concerns
- Approach to Change

Conservers



Pragmatists



Originators



Ophthalmology Staff Personality Insights

Patterns and Conclusions from Keirseey & CSI Data

Overall Composition

- Total staff: 52
- 26 Introverts and 26 Extraverts
- Balanced mix of reflective and outgoing personalities

Personality Patterns (Keirsey)

- Strong majority are Guardians (60%)
- Idealists are second largest group (~31%)
- Very few Rationals and Artisans (5 total)

Team Distribution

- Administration is the largest team (14)
- HR & AA (9) and Clinical Research (9) also sizable
- Other groups: DFA & Ops (7), RA (5), Education (3), Finance (3), Communications (2)

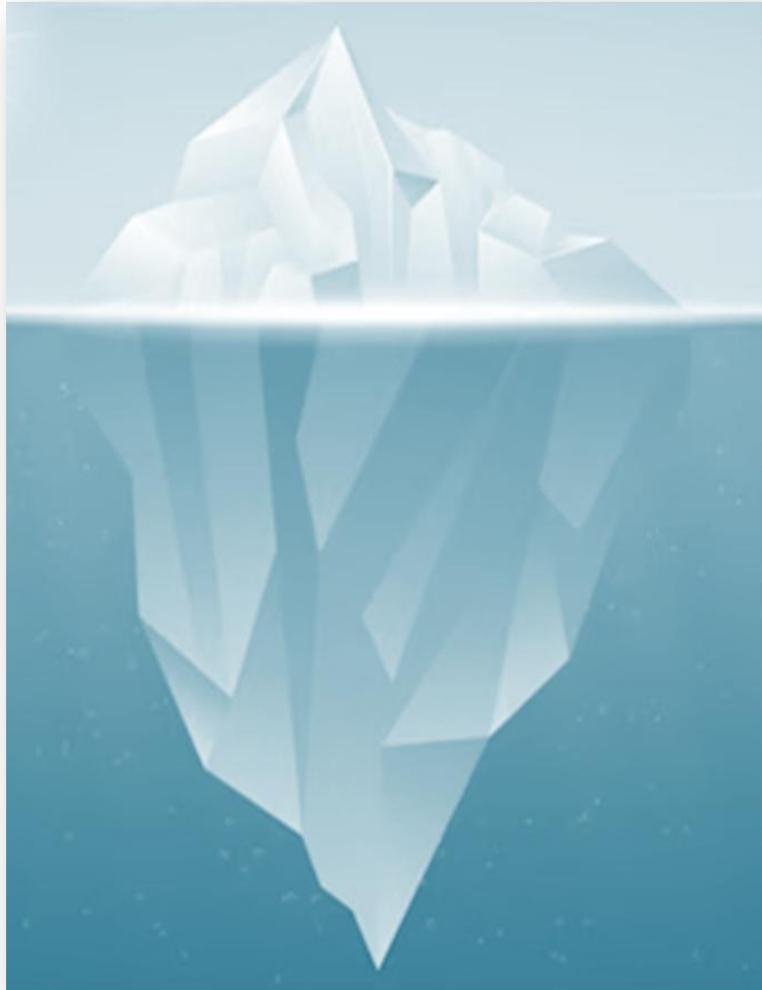
Conclusions & Patterns

1. Stability & Reliability – strong Guardian presence anchors structure and loyalty
2. People-Orientation – ESFJs/ENFJs/INFJs create high care and mentoring culture
3. Balanced Energy – equal split of introverts and extraverts
4. Gaps – innovation, risk-taking, and disruptive change may be underrepresented

The Change Journey



Two ways People Respond to Change



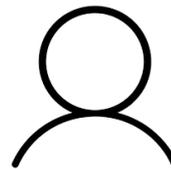
Intellectual



Understand changes to the organization:

- Structure
- Processes
- Systems
- Priorities

Personal



Adjust to personal changes:

- Loss of familiarity
- Learning something new
- Changes in expectations and/or relationships
- Uncertainty and unknowns

Understanding how we respond to change

“It isn’t the changes that do you in, it’s the transitions.”

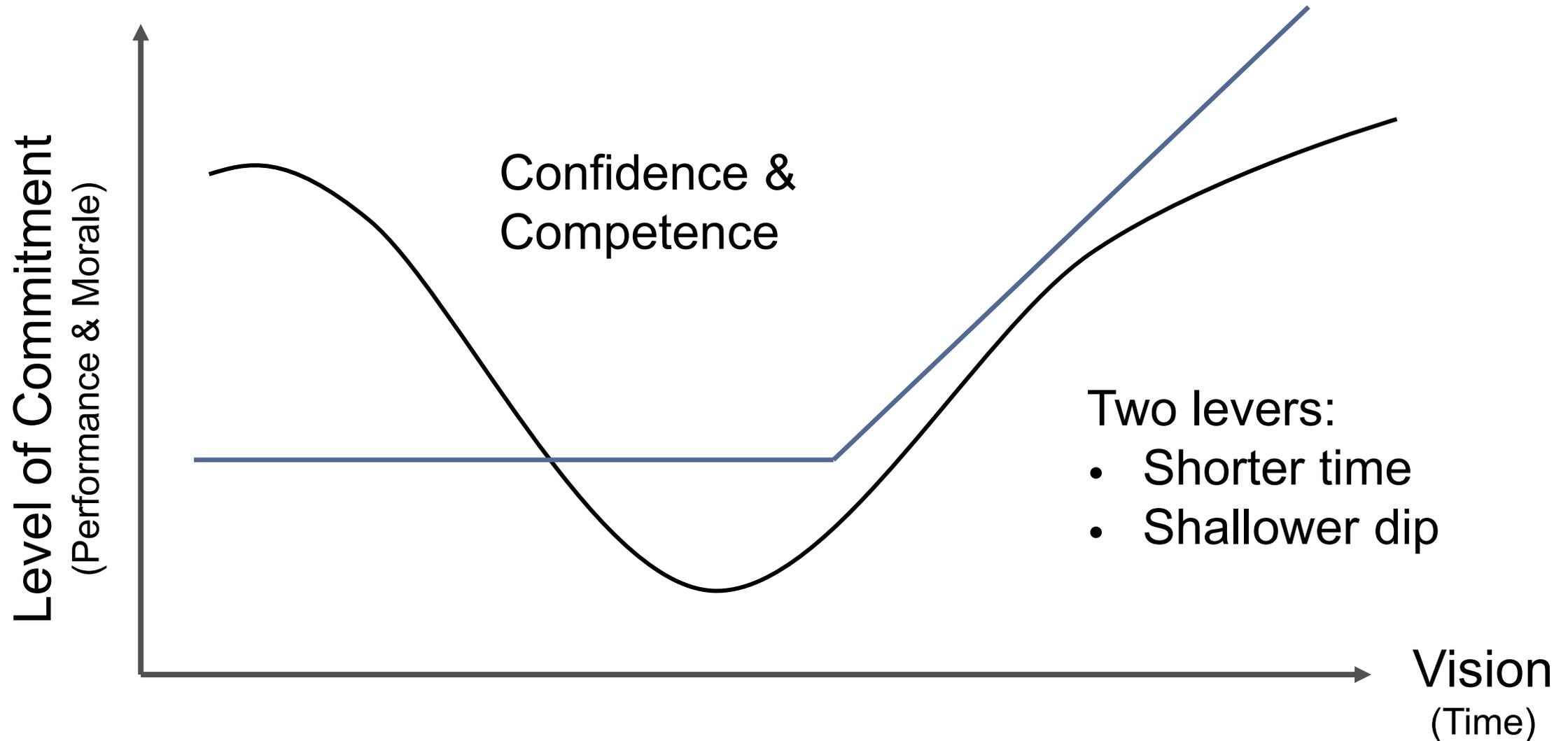
*Change is situational, **transition** is the psychological process people go through to come to terms with the new situation.*

***Change** is external, transition is internal.”*

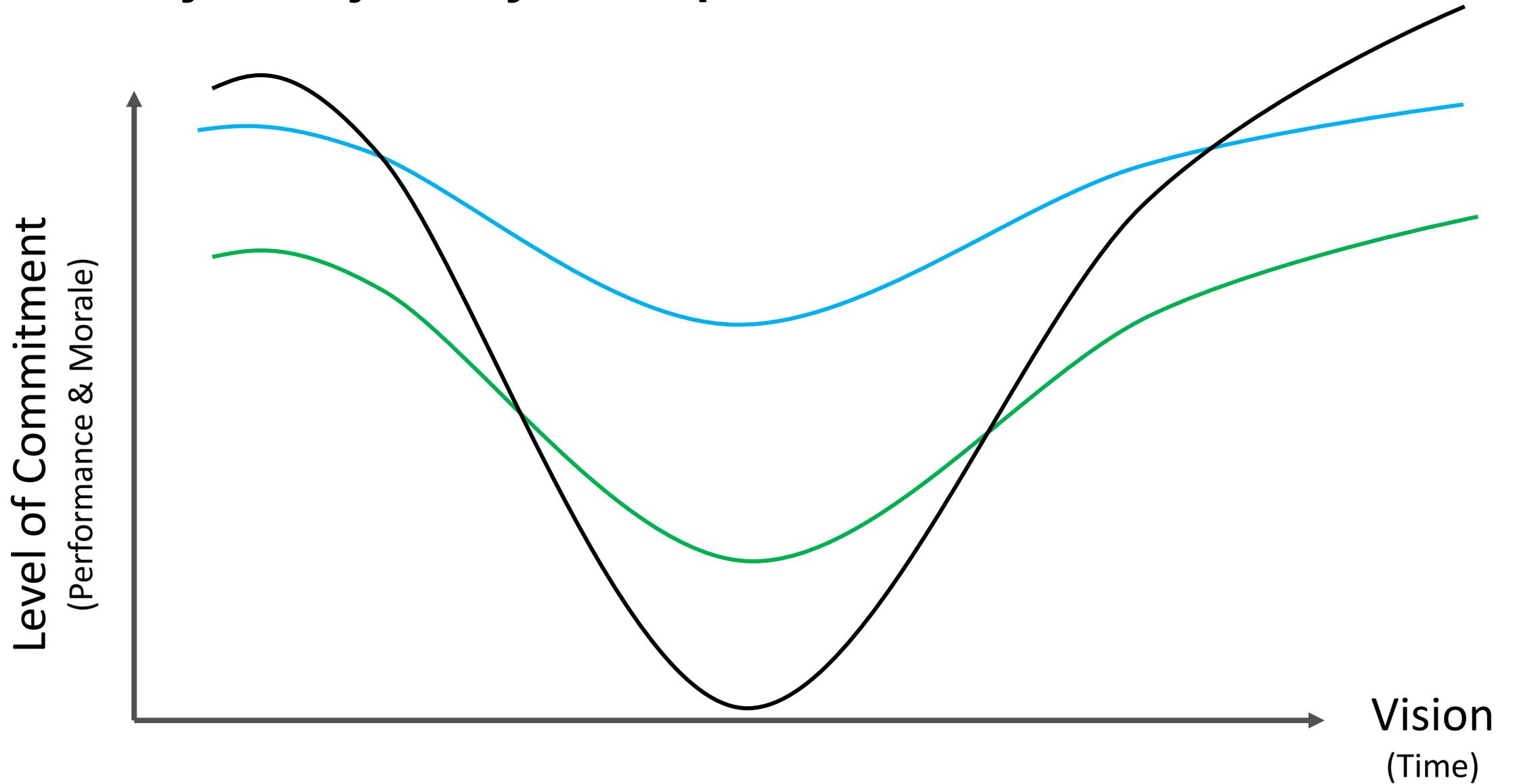
William Bridges — *Managing Transitions*

Bottom Line: Change is both an intellectual and an emotional journey.

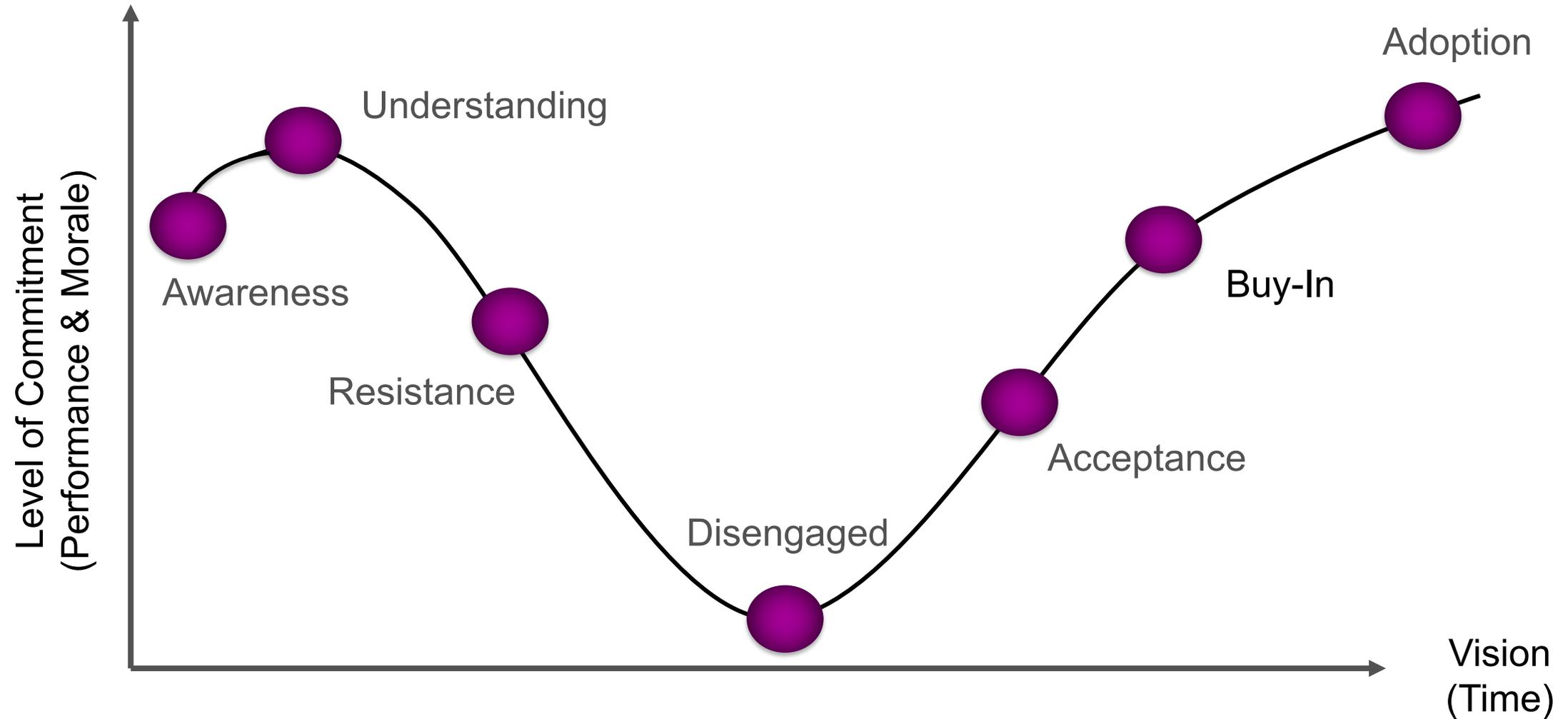
How we view change can be impacted by our expectations



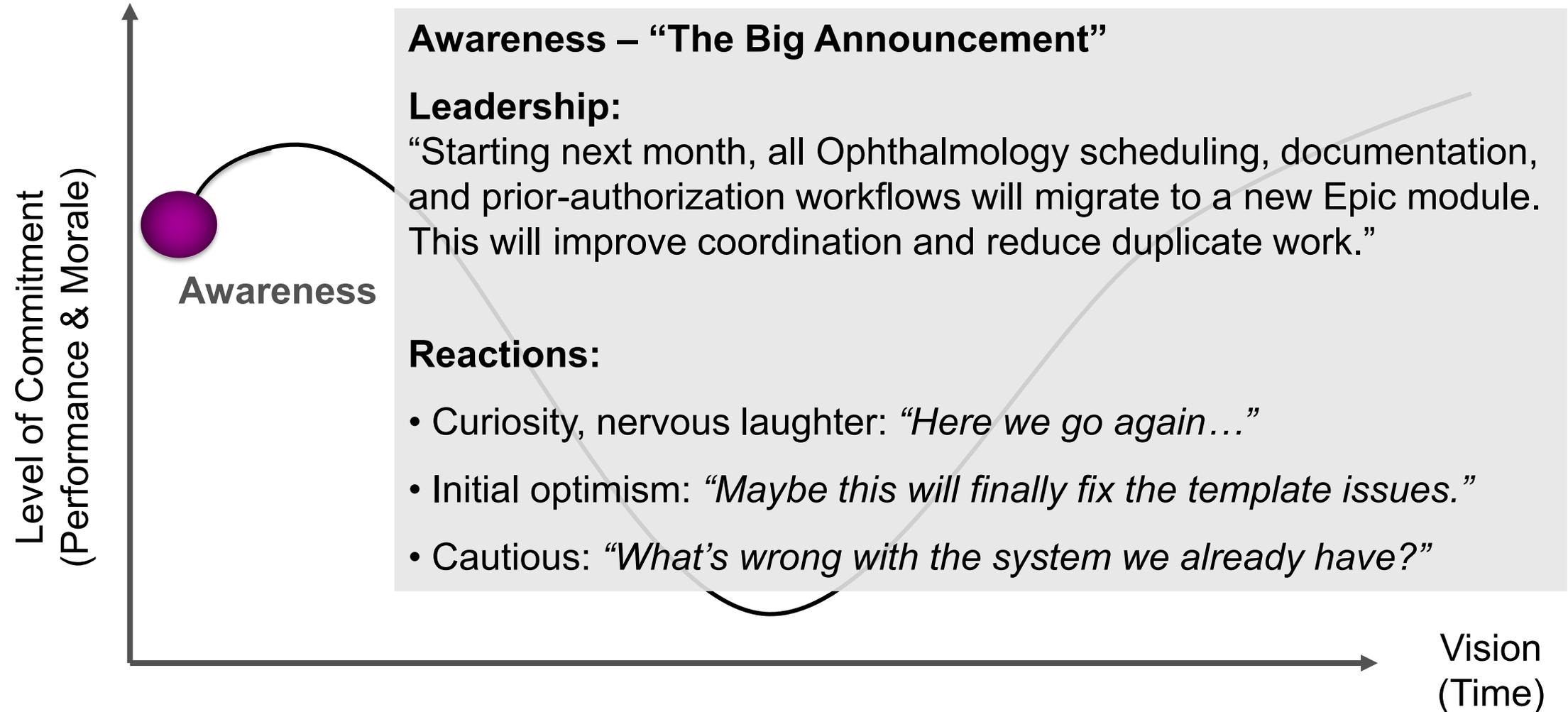
Everyone's journey is unique



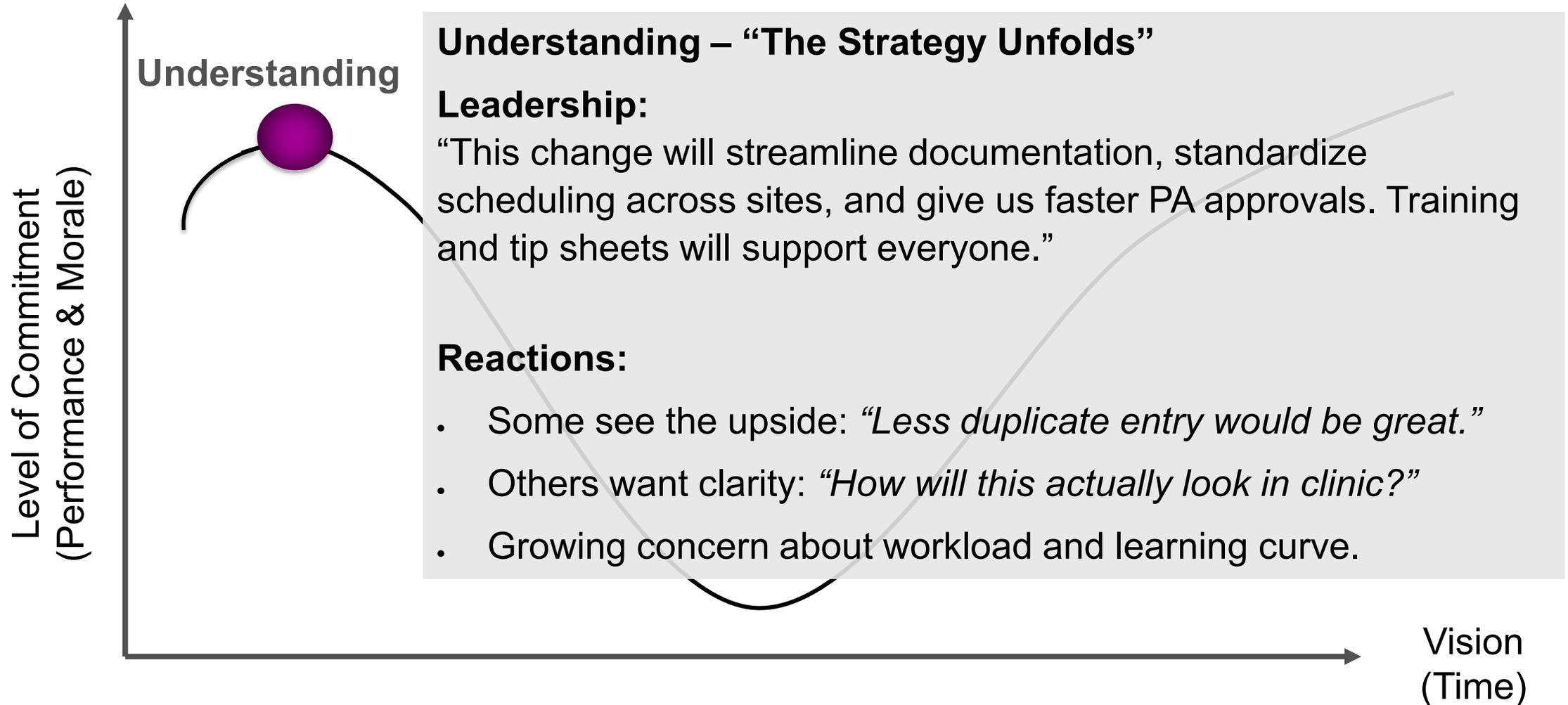
These are the typical stages of a personal change journey



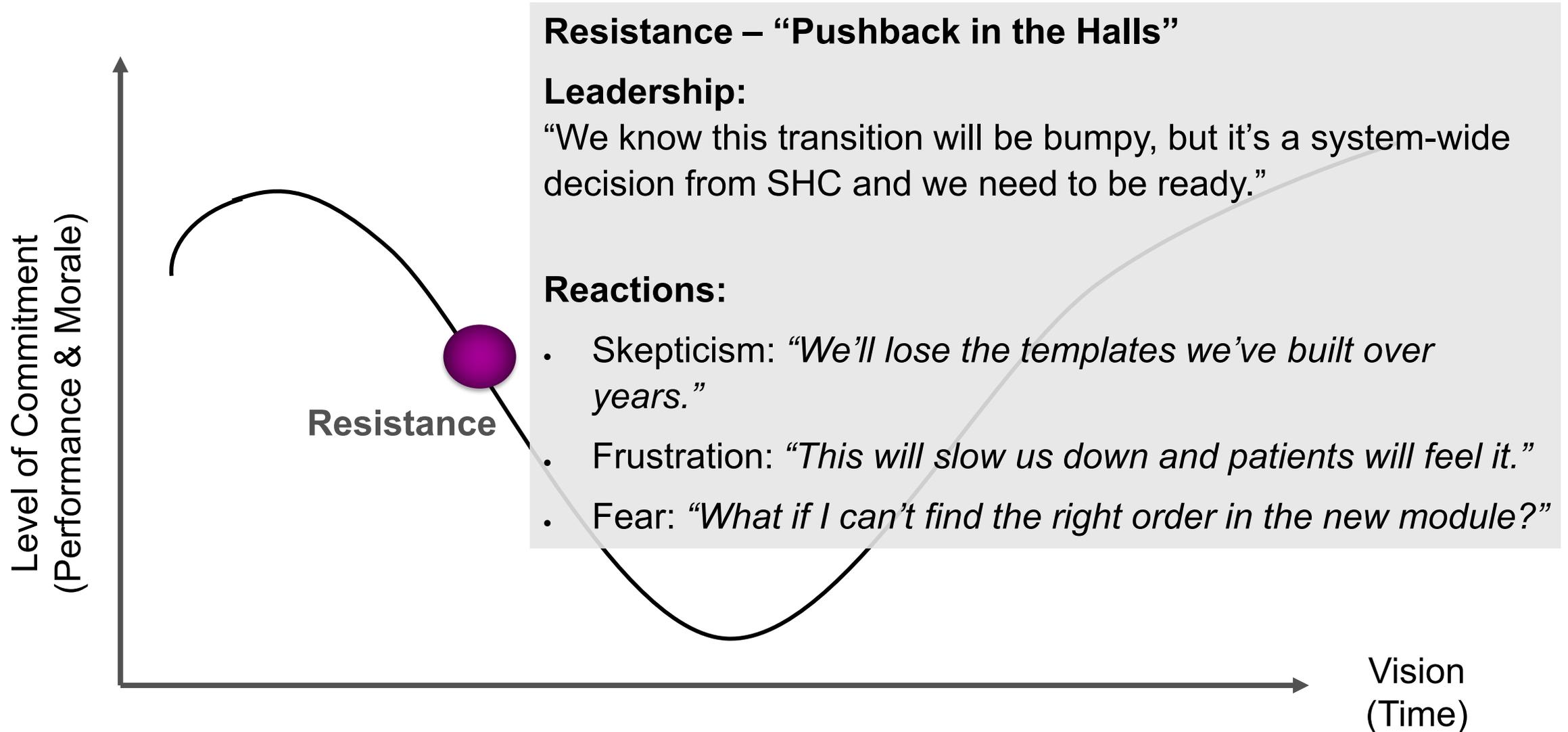
Personal Change Journey Example: A New Epic Module



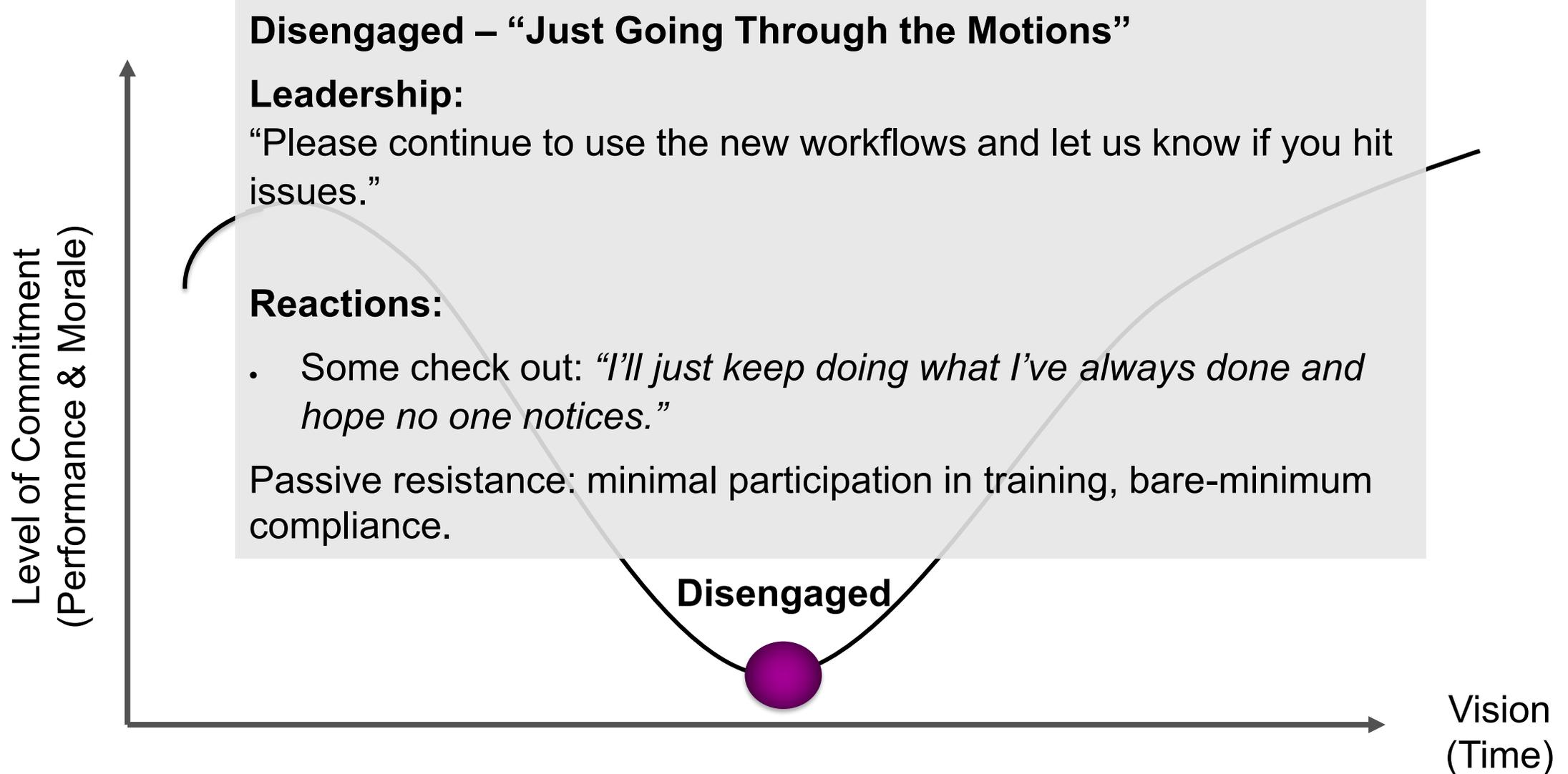
As Stakeholders begin to understand, questions arise



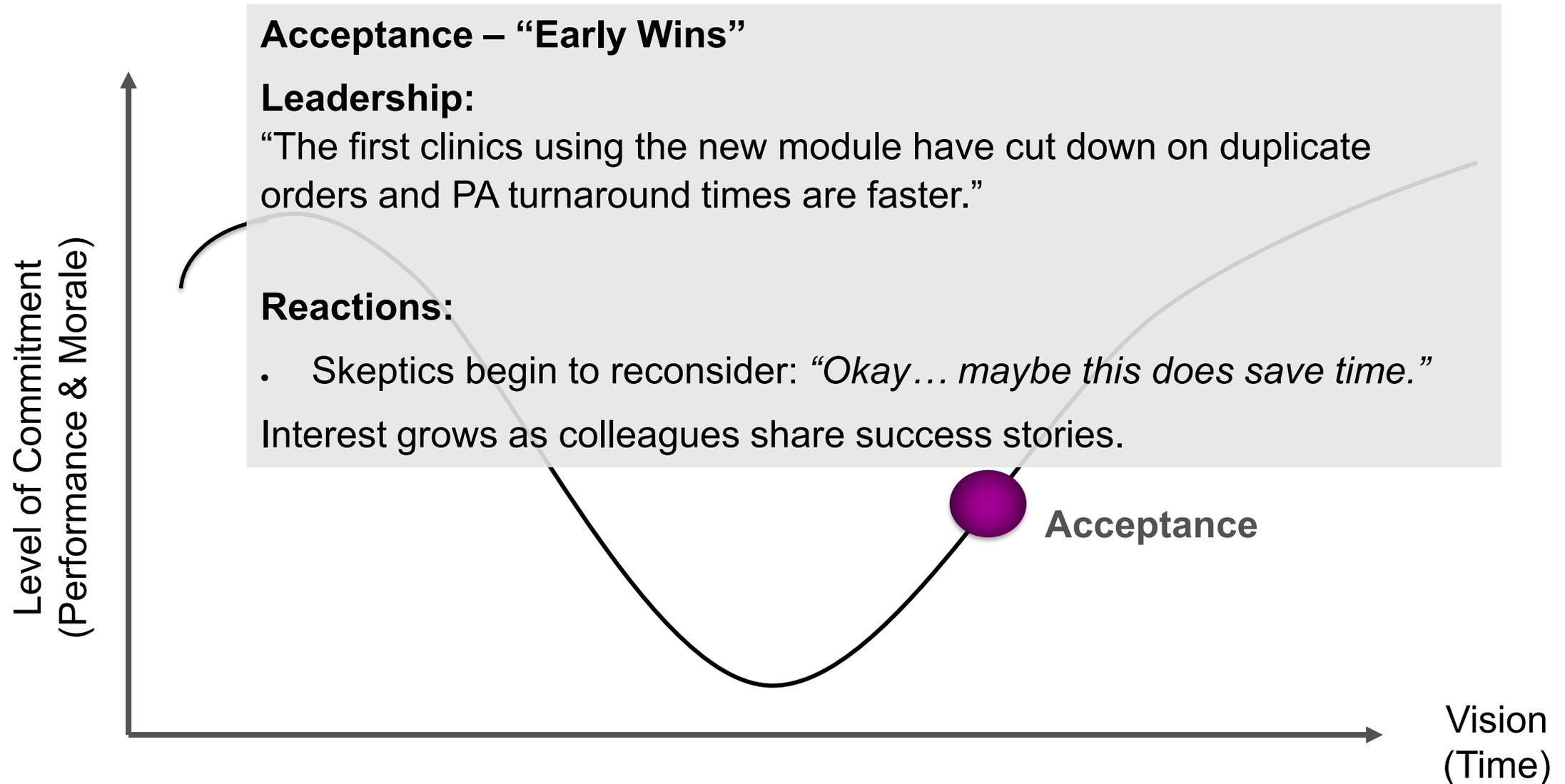
Resistance can begin as people focus on the Impact & WIIFM



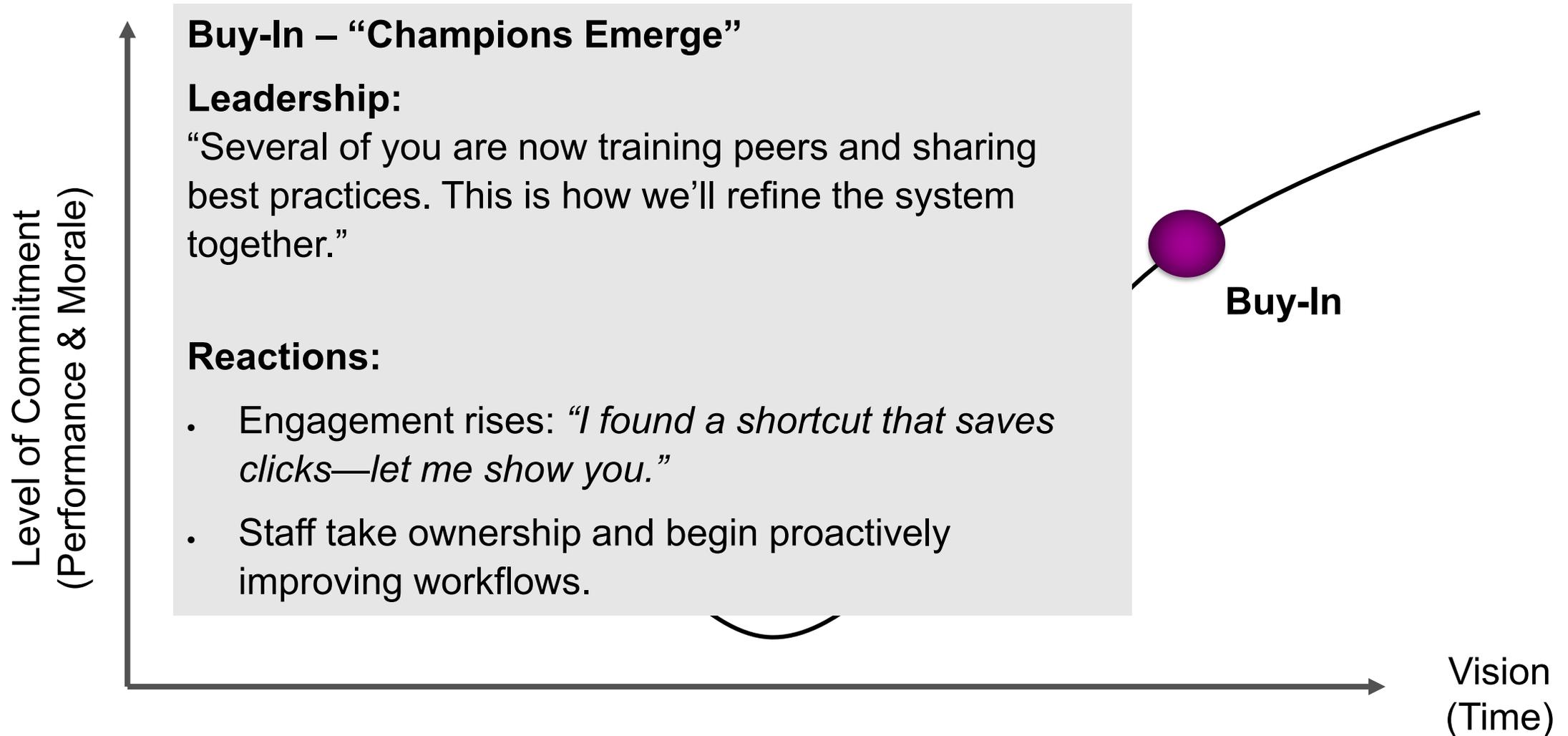
Some stakeholders will disengage; others will wait & see



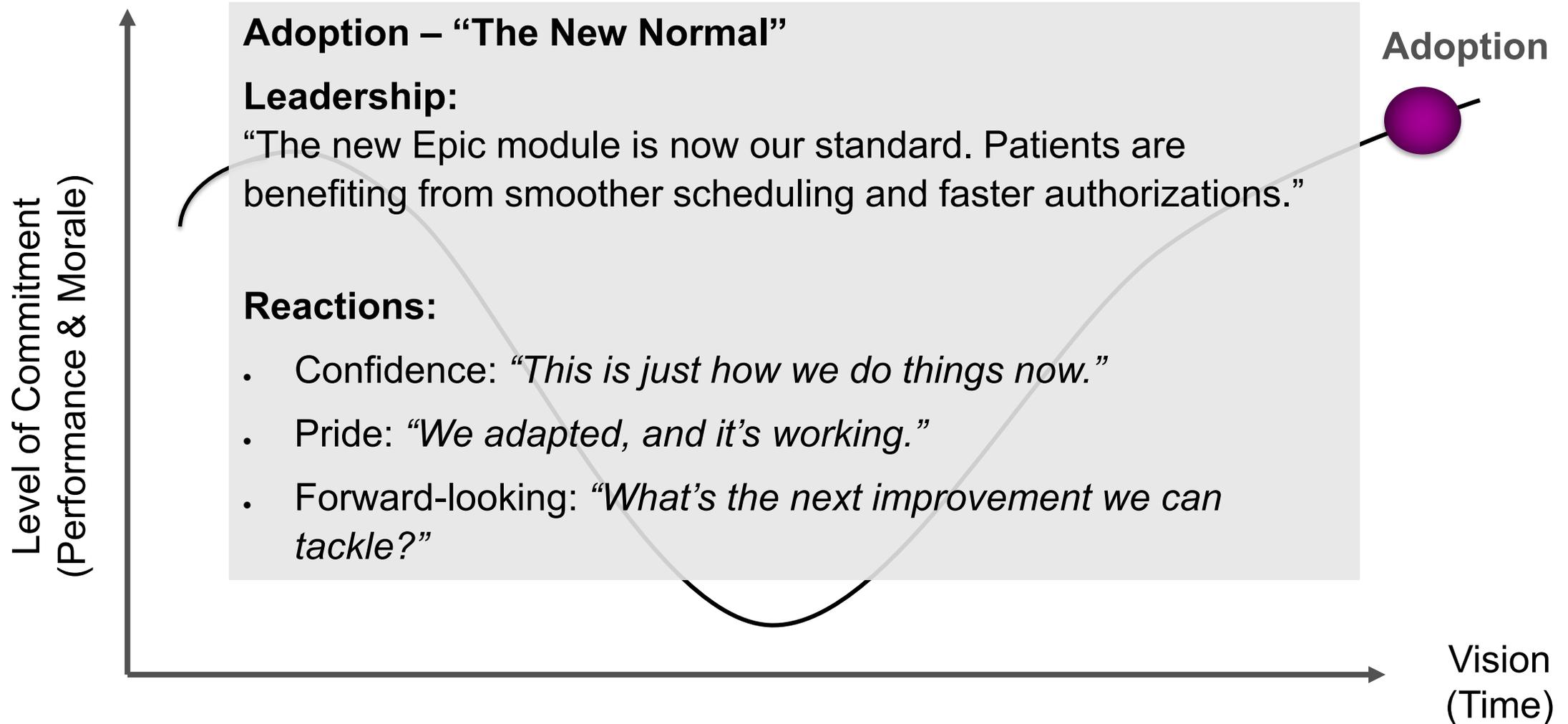
As change takes root, momentum shifts



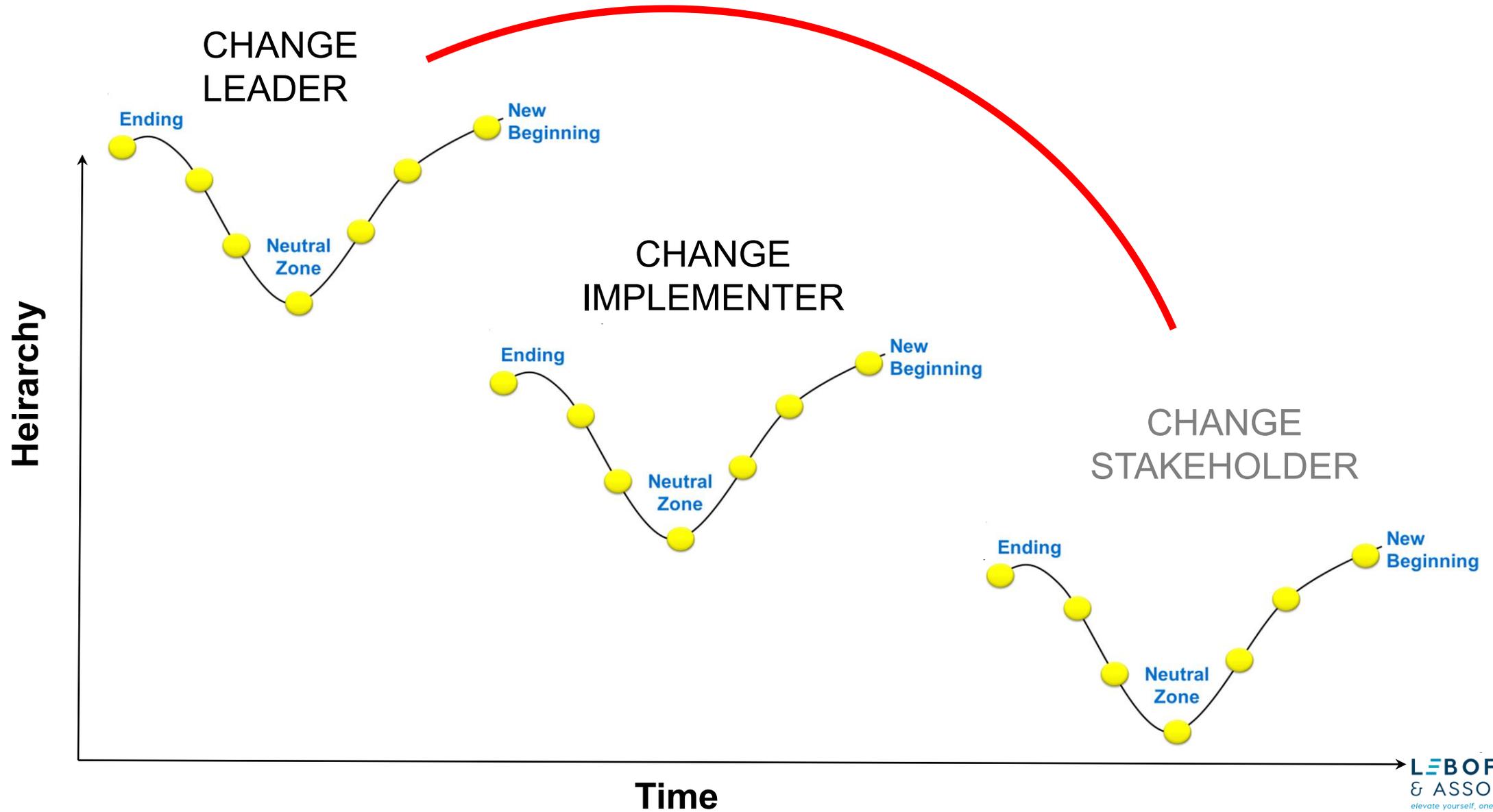
With progress, buy in and commitment increase



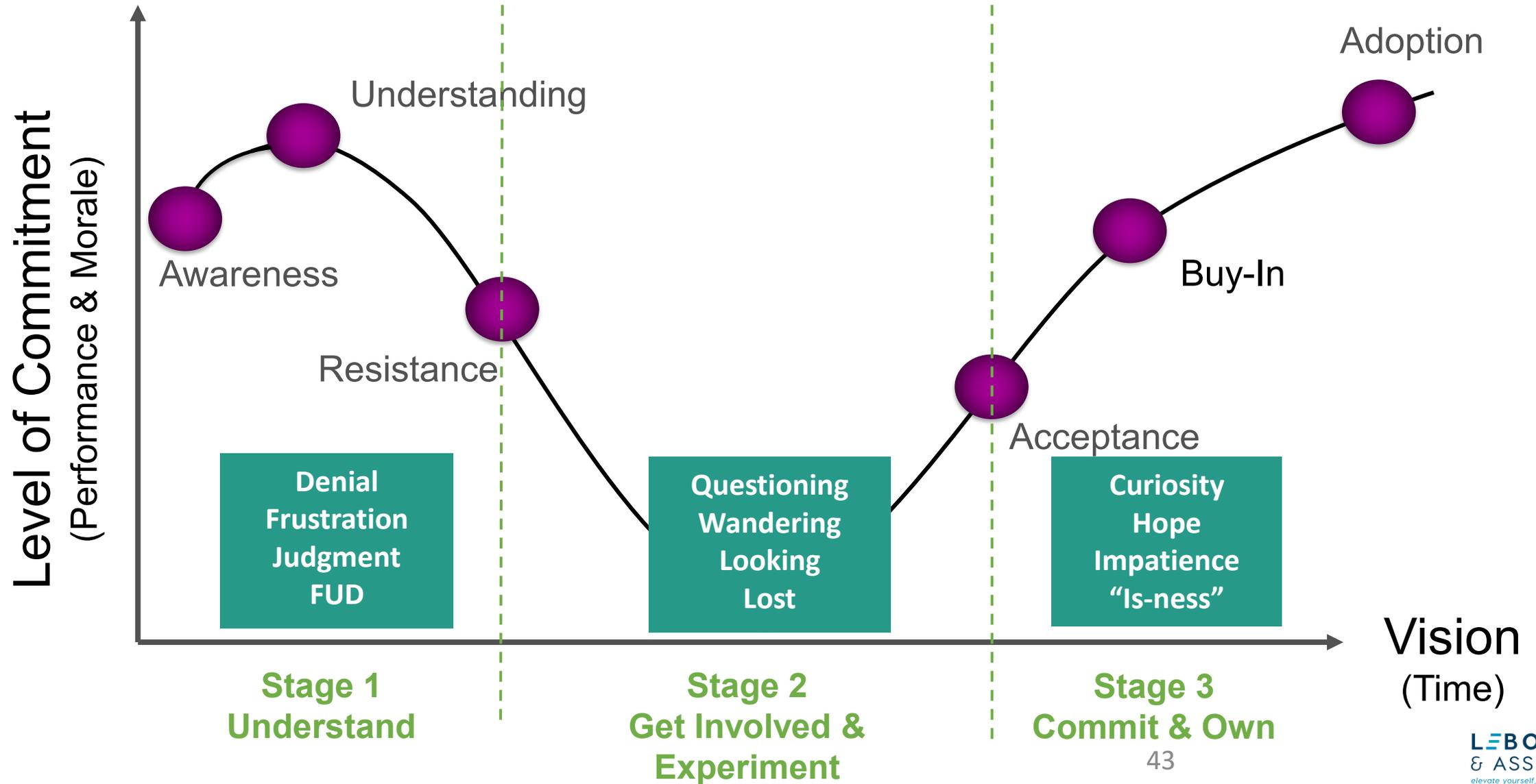
What was once a new model is now the new normal



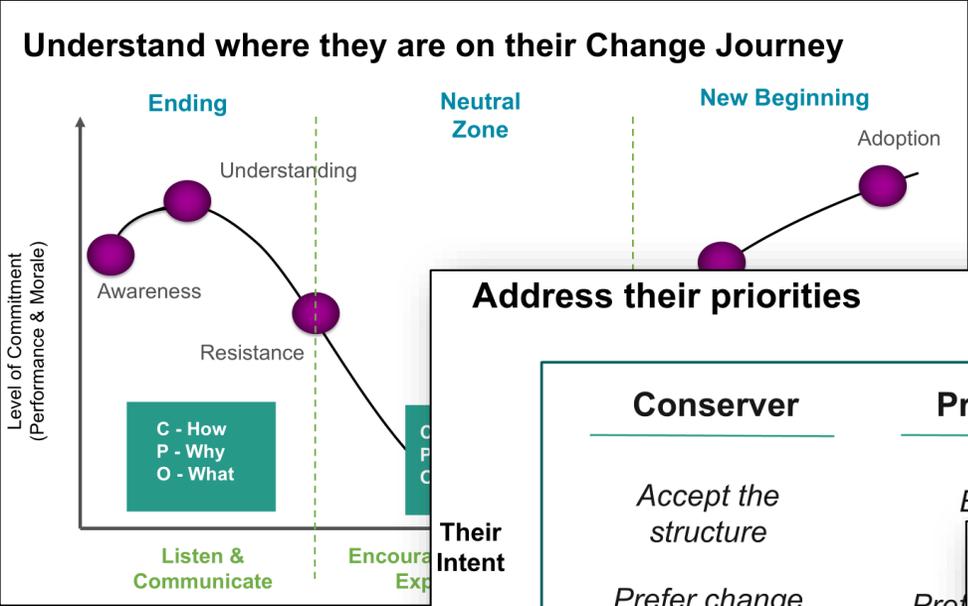
The Marathon Effect



How can I accelerate my personal change journey?



How can I Influence others to move through Change faster?



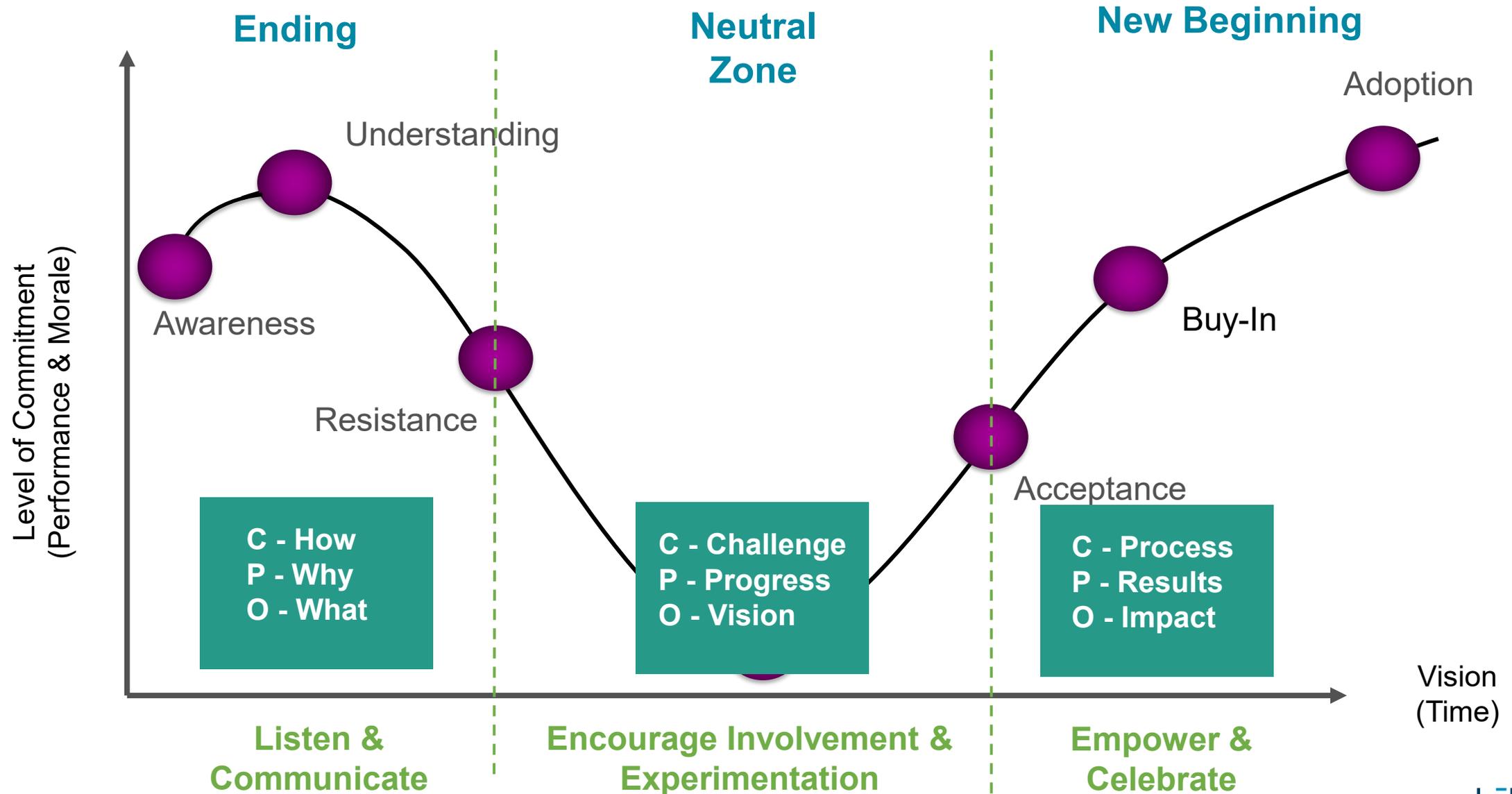
Address their priorities

	Conservator	Pragmatist	Originator
Their Intent	Accept the structure	Explore the	Challenge the
Their "Ask"	Prefer change that is incremental	More clarity More structure More certainty	More

Speak their language

Conservator	Pragmatist	Originator
<ul style="list-style-type: none"> Know/find relevant details. Invite them to ask the tough questions. Help them understand the rules (structure), expectations, and next steps. Acknowledge their contribution to stability. Be measured. 	<ul style="list-style-type: none"> Ask whose input is needed to succeed. Ask for thoughts on how to overcome obstacles and make the Vision real. Validate and encourage their sense of urgency. Acknowledge their contribution to outcomes. Be pacy and practical. 	<ul style="list-style-type: none"> Ask for (big) ideas and a picture of a better future. Foster patience by reminding them of their contribution to broad change. Acknowledge their ability to manage ambiguity and uncertainty. Be intense and fast paced.

Understand where they are on their Change journey



Address their priorities

	Conservator	Pragmatist	Originator
Structure	<i>Accept the structure</i>	<i>Explore the structure</i>	<i>Challenge the structure</i>
Pace	<i>Prefer change that is incremental</i>	<i>Prefer change that is functional</i>	<i>Prefer change that is expansive</i>
Intent	Be effective and efficient	Do what works, given constraints	Create a brave, new, and better world
Their Ask	More clarity More structure More certainty	More communication More understanding More action	More energy More imagination More trust

Speak their language

Conservator

- Know/find **relevant details**.
- Invite them to ask the **tough questions**.
- Help them understand the rules (structure), **expectations**, and next steps.
- Acknowledge their **contribution to stability**.
- Be **measured**.

Pragmatist

- Ask **whose** input is needed to succeed.
- Ask for thoughts on how to **overcome obstacles** and make the Vision **real**.
- Validate and encourage their sense of **urgency**.
- Acknowledge their contribution to **outcomes**.
- Be **pacey** and **practical**.

Originator

- Ask for (big) **ideas** and a **picture** of a better future.
- Foster patience by reminding them of their **contribution to broad change**.
- Acknowledge their ability to manage **ambiguity and uncertainty**.
- Be **intense** and **fast paced**.

Sometimes you forget that you're
awesome, so this is your reminder.

Thank you!

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