

Get Real

LEBOFFE
& ASSOCIATES



Managing Change in a BANI* World

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

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

	<u>Conservator</u>	<u>Pragmatist</u>	<u>Originator</u>
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

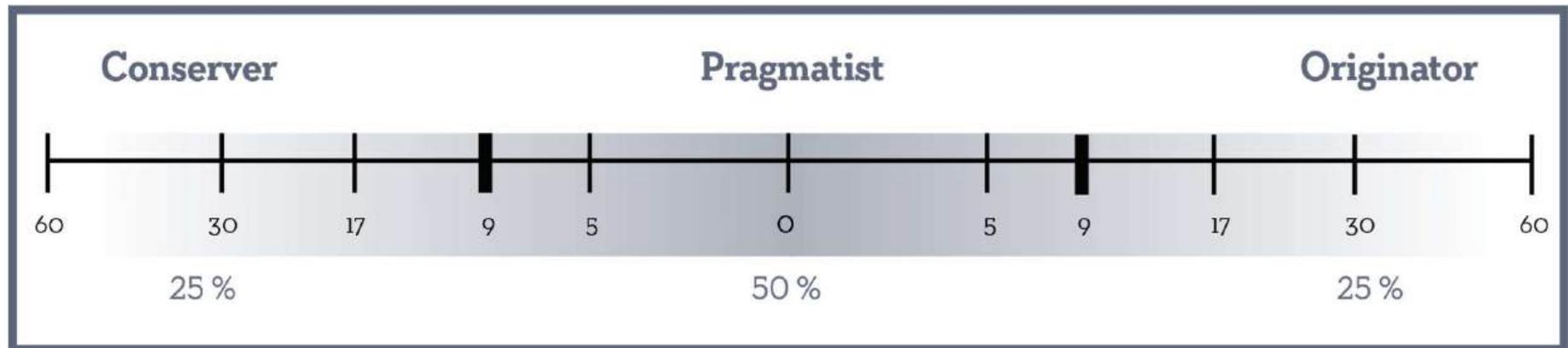
Overdone Strength

- 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



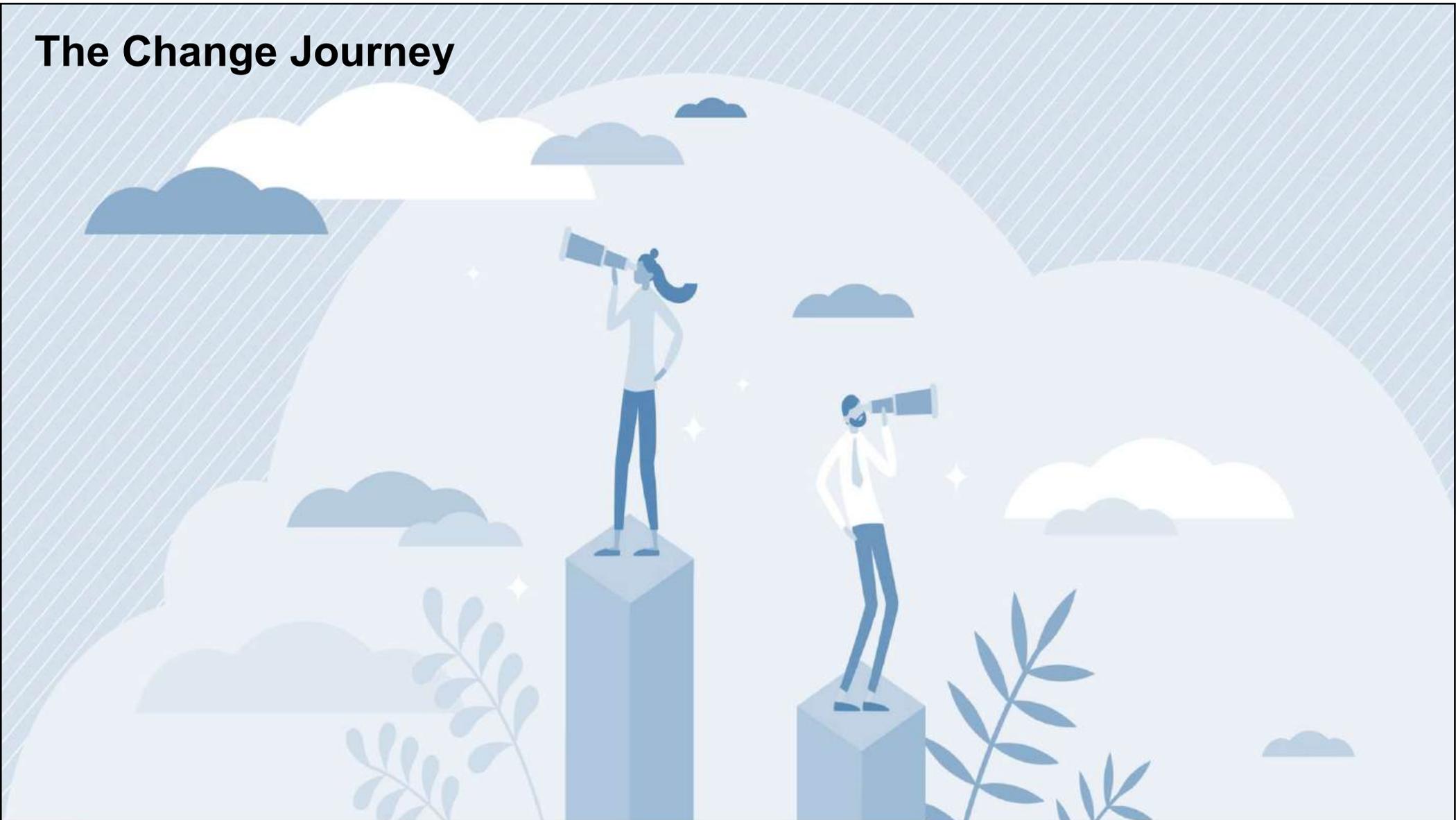
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Reflection: What might our Preferences suggest about how we collectively prefer to go about change in our culture?

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.”

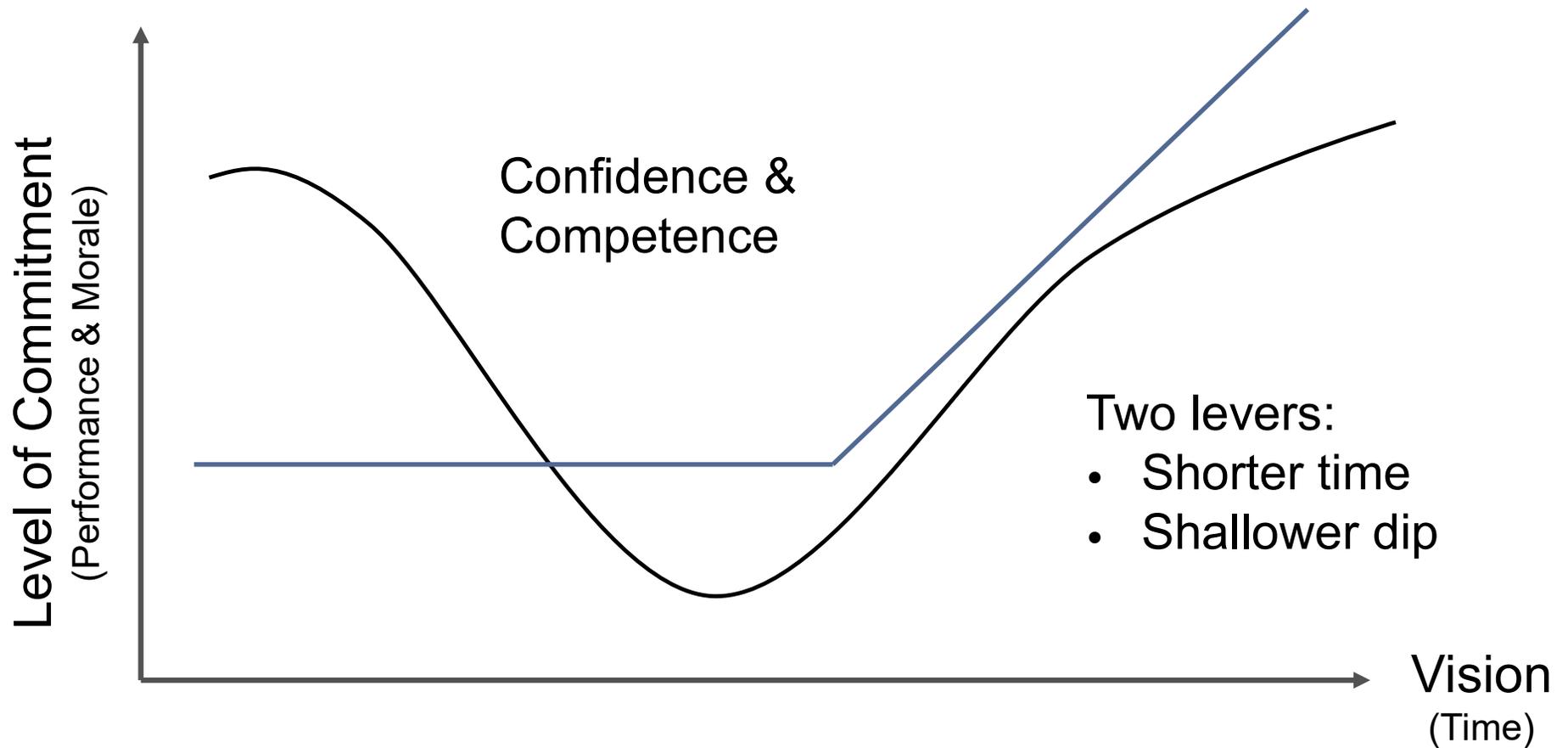
*Change is situational, **transition** is the psychological process people go through to come to terms with the new situation.*

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

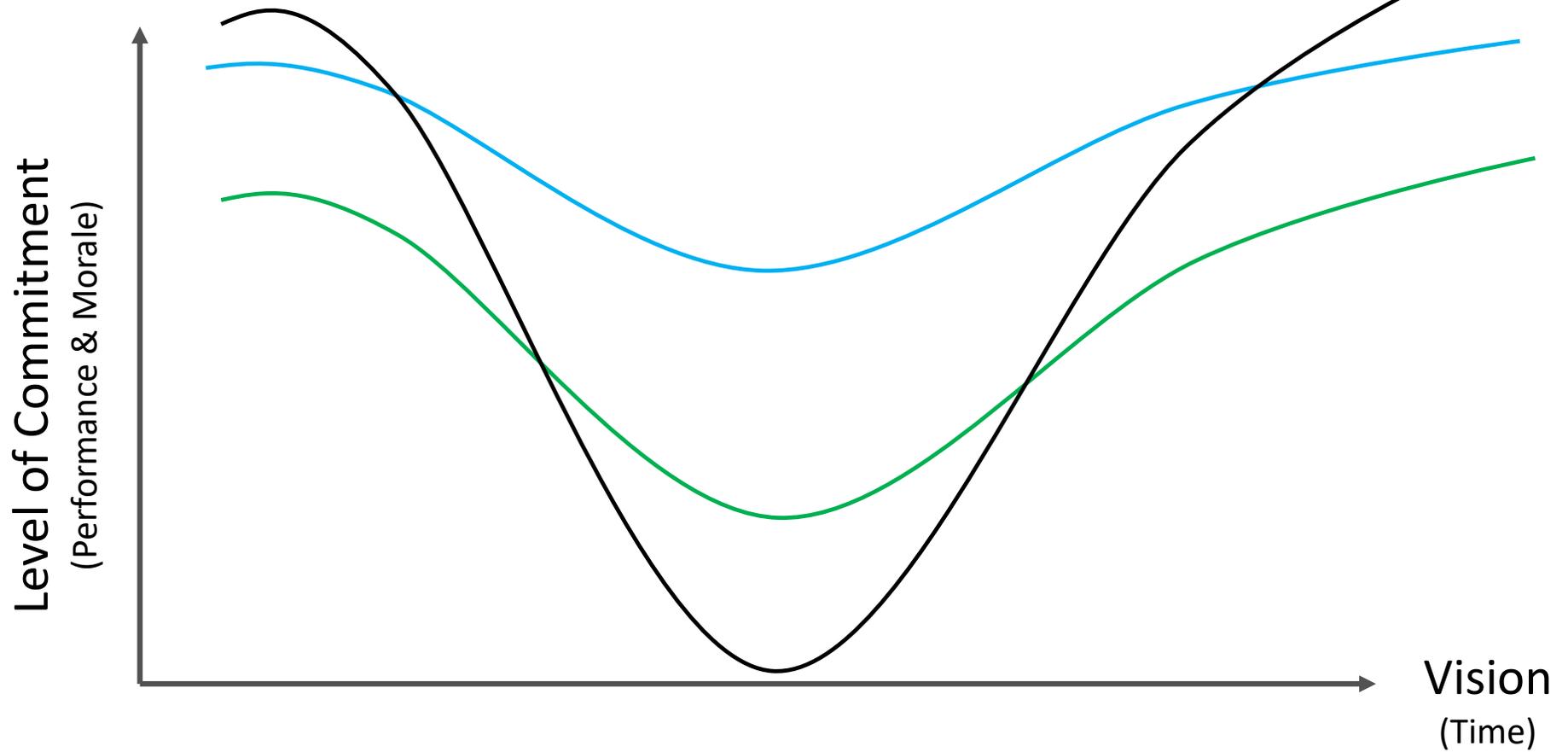
William Bridges — *Managing Transitions*

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

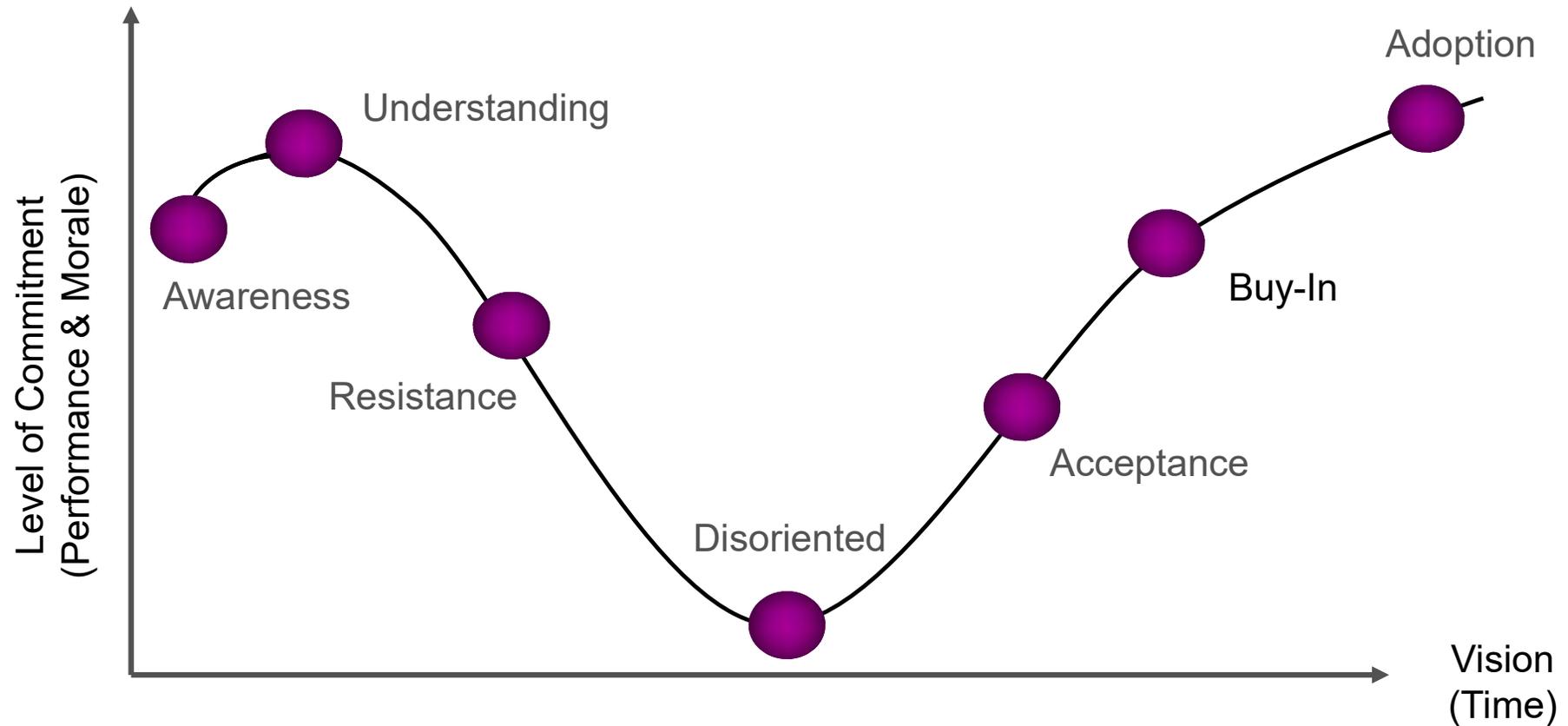
How we view change can be impacted by our expectations



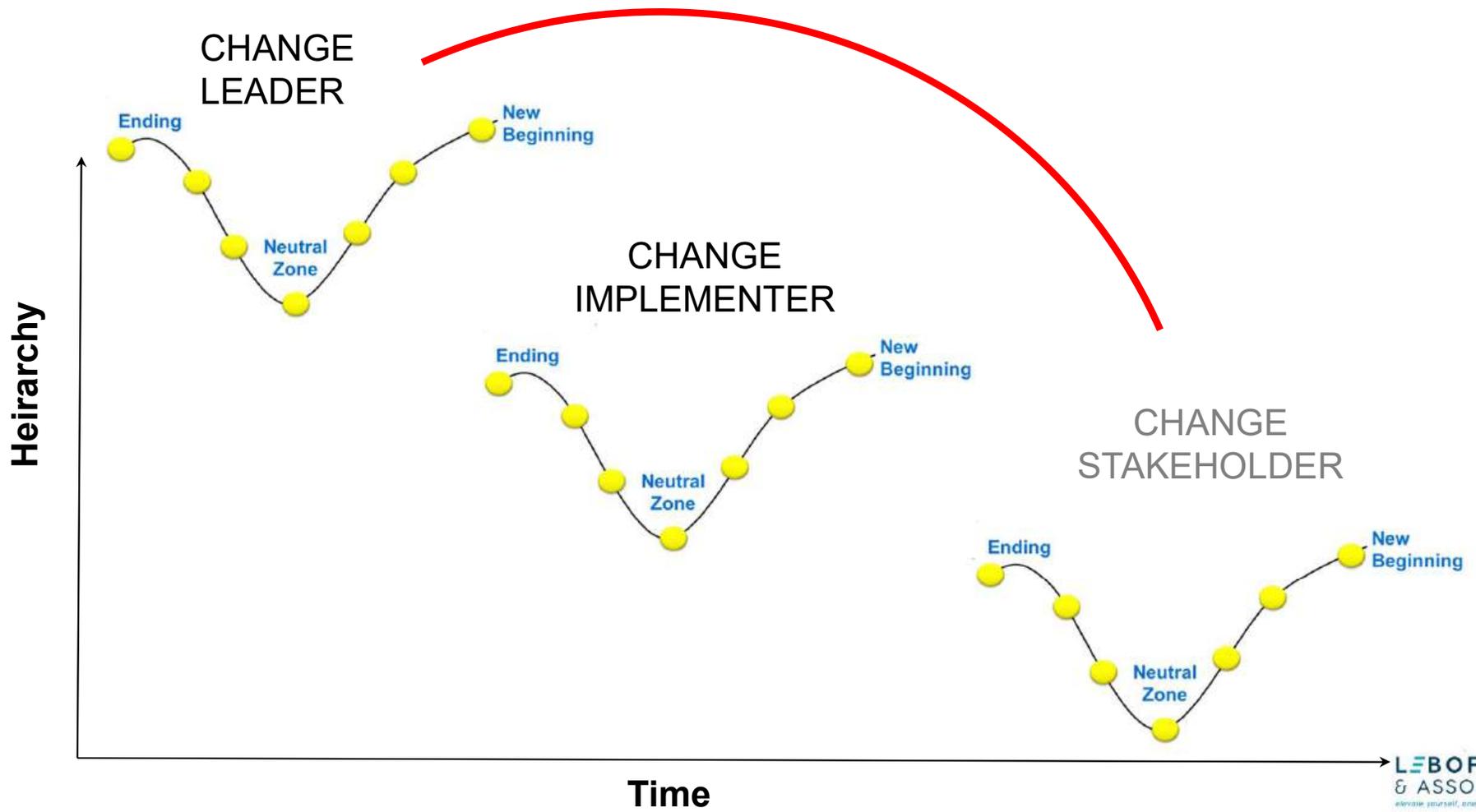
Everyone's journey is unique



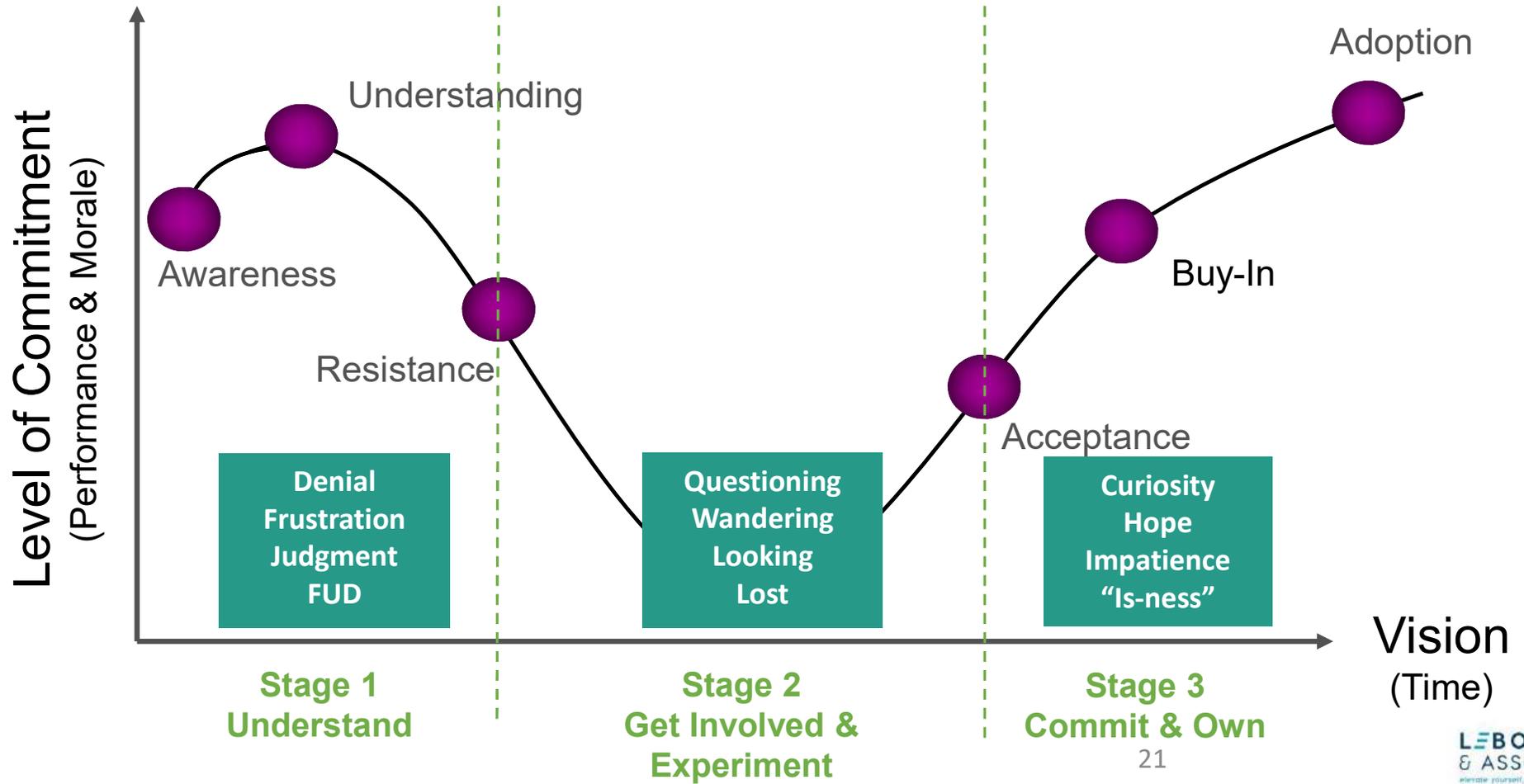
These are the typical markers of a personal change journey



The Marathon Effect



How can I accelerate my personal change journey?



How can I Influence others to move through Change faster?



Understand their context

What is their story?



Appreciate their perspective

Speak their language

Conservor

- 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

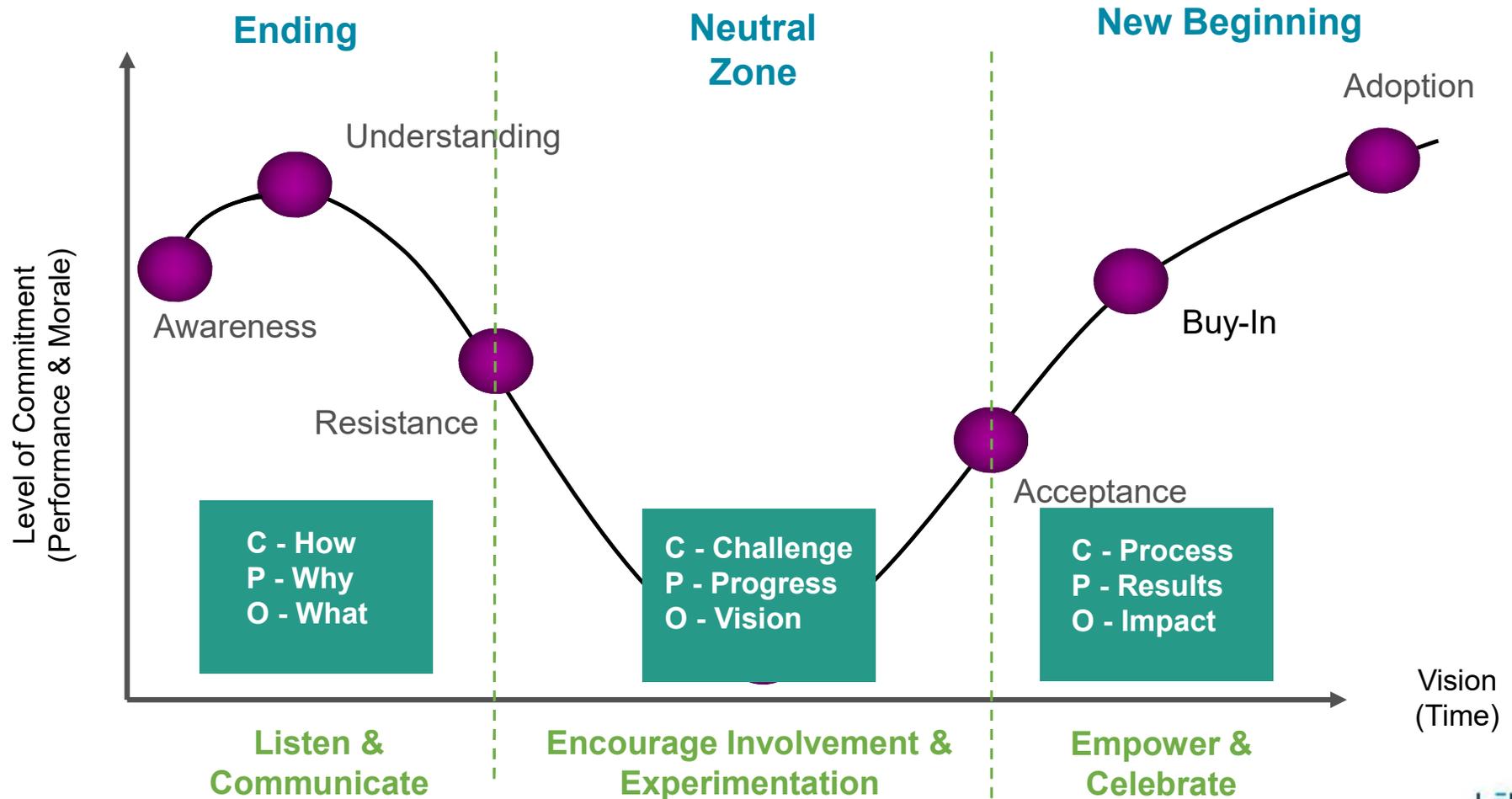
- Ask **whose** input is needed to succeed.
- Ask for thoughts on how to **overcome obstacles** and make the Vision **real**.
- Validate and encourage their sense of **urgency**.
- Acknowledge their contribution to **outcomes**.
- Be **pacy** and **practical**.

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**.

Meet them where they are

Context: Where they are on their Change journey?



Appreciate perspective: What is their story?



- What is their story?
- Do they feel heard/believed?
- What is their unmet need?
- What do they need to move to N+1?

What might their unmet need be?

	<u>Conserver</u>	<u>Pragmatist</u>	<u>Originator</u>
Their 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

Meet them where they are: Speak their language

Conservers

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Originators

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Your Change Tool Kit



Common Concerns for a Conservator

Ending

1. Fear of losing **familiar** routines and processes.
2. Anxiety about the **unknown** aspects of the new system.
3. Concern about the **reliability** of new methods.

Neutral Zone

1. Discomfort with **ambiguity** and lack of structure.
2. Fear of **making mistakes** in the new system.
3. Unease about the temporary loss of **clear guidelines**.

New Beginning

1. Need for **reassurance** and ongoing **support**.
2. Concern about fully **mastering** the new system.
3. Concern about whether the new processes will remain **stable** long-term.

Top Tips for a Conserver



Listen & Communicate

1. Know the **details** that are relevant
2. Present both what is and what is **not changing**
3. Ask about anticipated **obstacles**



Involve & Engage

1. Solicit their **participation** on teams
2. Encourage them to ask the **tough questions**
3. Provide adequate time for **reflection**



Empower & Reward

1. Involve in the **details** of implementation
2. **Celebrate small** successes
3. **Reward** following the rules, attention to detail, and results

Common Concerns for a Pragmatist

Ending

1. Concern about the **practical implications** of change.
2. Skepticism about the **necessity** of the new system.
3. Doubt that the new system **will enhance** current efficiency.

Neutral Zone

1. Frustration with perceived **inefficiencies** during the transition.
2. Desire for clear direction and **tangible progress**.
3. Uncertainty about how to implement the new processes **effectively**.

New Beginning

1. Desire to see **proof** of effectiveness.
2. Focus on **integrating** new processes into daily work.
3. Need for evidence that the new system offers **measurable improvements**.

Top tips for a Pragmatist



Listen & Communicate

1. Speak in terms of **outcomes & consequences**
2. Ask **whose input** is needed
3. Ask for **recommendations**



Involve & Engage

1. Focus on **shared objectives** & common ground
2. Encourage their **balanced** view of short- and long-term
3. Involve in bringing vision into **realistic** plan



Empower & Reward

1. Measure success in terms of **outcomes**
2. Celebrate **win-win** success
3. Reward their ability to **manage** people and projects

Common Concerns for an Originator

Ending

1. **Impatience** with the current state.
2. **Eager** to move forward and see immediate change.
3. **Frustration** if the transition is perceived as too slow.

Neutral Zone

1. **Restlessness** due to the slower pace of change.
2. Desire to **push boundaries** and innovate rapidly.
3. **Annoyance** with any constraints or limitations in the new system.

New Beginning

1. **Excitement** about new possibilities and innovations.
2. Potential to **overlook details** in eagerness to move forward.
3. Concern about the system's flexibility for **future changes**.

Top Tips for an Originator



Listen & Communicate

1. Ask for **ideas**
2. **Share** “a” vision of a better future
3. Talk about the connection between the change and the **future effectiveness**



Involve & Engage

1. Involve in generating **new ideas and possibilities**
2. Encourage push, **intensity and fast** movement
3. Support **risk-taking**



Empower & Reward

1. Measure success against the **vision** and big picture
2. Acknowledge the ability to manage **complexity and uncertainty**
3. Reward contribution to **broad system change**