The Challenges of Change

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Like every Human, I'm biased

- Teacher
- HR Professional
- Psychologist
- Academic
- Researcher
- Leader
- Executive Coach and Advisor
- Company Director
- Entrepreneur

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Some ideas to explore today

- The phenomenon of change
- What gets in the way of us changing?
- Person-centered vs System-centered change
- How we can change with purpose and sustainability

Anything else?

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The Change Dilemma

- Change is often forced upon us…
- When "organisations" change, they tend to expect too much, from too many, too quickly and end up too cynical.
- I may or may not like it, think it's right or see what happens to me as being fair and just but it's happening anyway.

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Once upon a time…

- Somewhere, sometime, for some reason; someone in an organisation somewhere decided that *change* was a **noun**.
- Change became an "event" and "events" need to be "managed".
- …and that gave rise to an industry - *Change Management*
- *Change* became one of those complex, inconvenient, unpredictable and unwieldy business variables that needed to be deconstructed, reduced to its constituent parts and Gantt charted into submission and control.

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The Story (cont.)

- When managers did this, they felt *competent, responsible, dutiful* and, most importantly…

- *Safe* and *Secure*

- An *illusion of control* was established and a belief that the *uncontrollable* could now be *managed* was born.

The Story (cont.)

- Change is a *verb* not a noun…

The reality…

- Change is a state of *perpetual motion* and *dynamic equilibrium*…. Everyone, everything, everywhere… is moving… constantly… in one way or another…

- Whilst "events" occur that disrupt this equilibrium to varying degrees and require more or less "active" adjustment, these are but "waves" in our perpetual motion.

- The challenge for today's leaders is helping our people and organisations to maintain *dynamic equilibrium whilst in perpetual motion.*

Change is a process, not an event.

Change is…

- Perpetual

- Perceptual

- Persistent

- Painful and Pleasurable

- Problematic

- Personal

- Paradoxical

Change is not…

- A Project Plan

- A Gantt Chart

- A Management Exercise

- Controllable

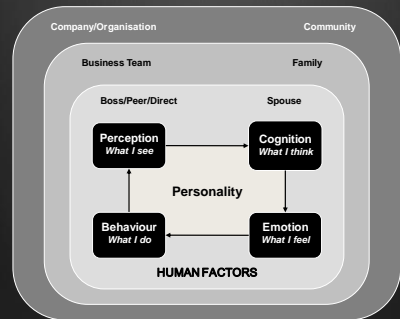*So,*

START WHERE
YOU ARE.
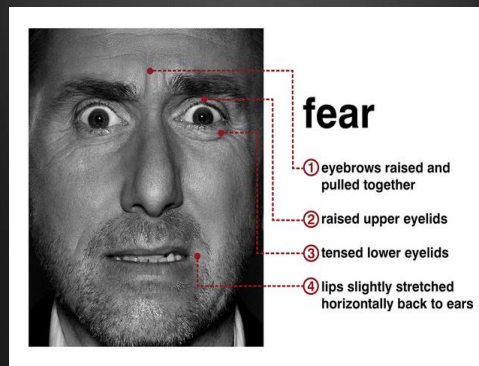USE WHAT
YOU HAVE.
DO WHAT
YOU CAN.

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Company/Organisation		Community
Business Team		Family
Boss/Peer/Direct		Spouse

Perception
What I see

Cognition
What I think

Personality

Behaviour
What I do

Emotion
What I feel

HUMAN FACTORS

(Kemp, 2008)

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What makes change a challenge?

- My Self-concept
- My Self-esteem
- My Locus of Control
- My Proactivity
- My Self-Efficacy
- My Comfort Zone
- My Flexibility
- My Personality
- My Fear

Me

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fear

① eyebrows raised and pulled together

② raised upper eyelids

③ tensed lower eyelids

④ lips slightly stretched horizontally back to ears

The "Spiral of Destitution"...

- An insight into your irrational brain...

What else are we battling against?

❋ **Illusory correlation**
  ❋ The phenomenon of seeing the relationship one expects in a set of data even when no such relationship exists.
    (Chapman and Chapman,1971)

What else are we battling against?

❋ **False consensus effect**
  ❋ The tendency for people to overestimate the degree to which others agree with them. People readily guess their own opinions, beliefs and predilections to be more prevalent in the general public than they really are. (Ross, Greene & House, 1977)

Motivations & intentions

❋ People don't always behave consistently with their intentions;

  ❋ We often assume that people's intentions & dispositions correspond to their actions & behaviour ('attribution theory')

  ❋ We then tend generalise these assumptions to all similar people and situations ('trait inference', 'stereotypes' and 'schemas')

More of our 'flaws'

❋ Over time, people begin to behave as you expect them to behave
  ('behavioural confirmation')

❋ Your judgement of an individual as a 'high' or 'low' performer will tend to persist even in the face of evidence to the contrary
  ('halo effect')

Still more flaws

❋ We tend to search for evidence that confirms our beliefs about people and situations
  ('confirmation bias')

❋ We tend to persevere with these beliefs even when there is contradictory evidence
 ('belief perseverance')

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Bridge's Transition Model of Change
(Bridges, 1991)

"Endings" → "Neutral Zone" → "New Beginnings"

- Stable becomes fluid
- Letting go of familiar
- May be grieving
- Anger, frustration, blame…

- Confusion & disorientation
- Waiting
- Old rules may not count – new rules may not work
- Anxiety, mistrust, insecurity, ambivalence
- Possible victimhood

- Risk and uncertainty
- Possibility of failing
- Excitement & anticipation
- Optimism
- Relief
- Possibly the start of more change

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Lewin's Force Field Analysis

Zone of Possibility

Driving forces

Restraining forces
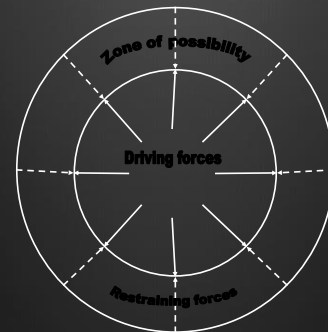
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Immunity X-Ray (Kegan & Lahey, 2008))

- Visible Commitments (Improvement goals)
- Doing/Not Doing Instead (Behaviours that work against the goals)
- Hidden Competing Commitments

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Collective Immunity Map
(Kegan & Lahey, 2008))

- Our Collective Commitments
- Doing/Not Doing Instead (Behaviours that work against the goals)
- Our Collective Competing Commitments
- Our Collective Big Assumptions

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Collective Immunity Map (Kegan & Lahey, 2008))

- Our Collective Commitment
- Doing/Not Doing Instead (Behaviours that work against the goals)
- Our Collective Competing Commitments
- Our Collective Big Assumptions

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So how do we *actually* change?

- By exerting effort through *attention* or through *de-attention*
  - *The emergence of mindfulness based practices (*Kabat-Zinn et al)

- By *Maximising* the impact of *driving* forces and minimising the impact of *restraining* forces

- *Edgework* is critical (The pizza dough approach to change)

- Utilise Neural Plasticity
  - Remember, we have 100 000 000 000 (One hundred billion) Neurons and each of those has between 1000 and 10 000 synapses
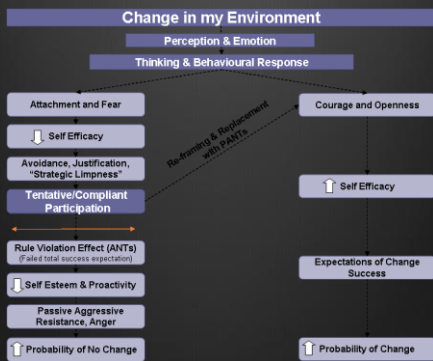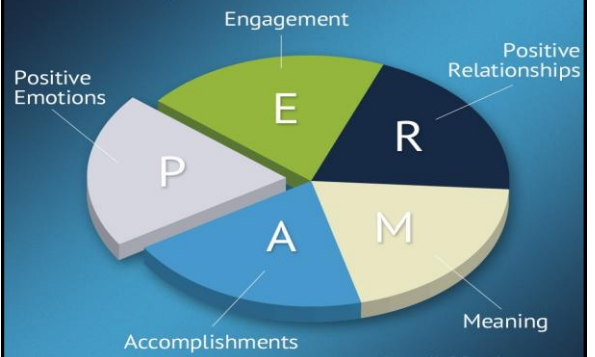
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Understand the process

Prochaska & DiClemente (1982)
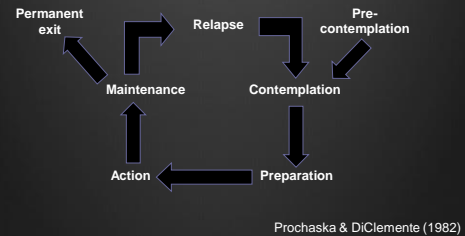
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The Mechanics of Change

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Are you Permalicious?

Build Resilience (APA)

(1) maintain good relationships with close family members, friends and others
(2) avoid seeing crises or stressful events as unbearable problems
(3) accept circumstances that cannot be changed
(4) develop realistic goals and move towards them;
(5) take decisive actions in adverse situations
(6) to look for opportunities of self-discovery after a struggle with loss
(7) develop self-confidence
(8) keep a long-term perspective and consider the stressful event in a broader context
(9) maintain a hopeful outlook, expecting good things and visualizing what is wished
(10) take care of one's mind and body, exercising regularly, paying attention to one's own needs and feelings and engaging in relaxing activities that one enjoys

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To summarise...

- Reframe — Change is a constant rather than an 'event'
- Rethink — We can create the conditions and the environment to have change be more successful rather than less successful
- Review — What you can and can't control in the change process
- Relax — Breath, think positively, lean towards the prickly bits.

In the end, people will or won't change based on their internal environment, regardless of whether change is forced upon them

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Final thoughts…

- 'Check in' with what you're 'hanging on to' most tightly… What's the worst thing that could happen if you let that go?

- Every change has upside and downside… "Hysterisise about the upsides" rather than "Disasterising about the downsides"

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Thanks…

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