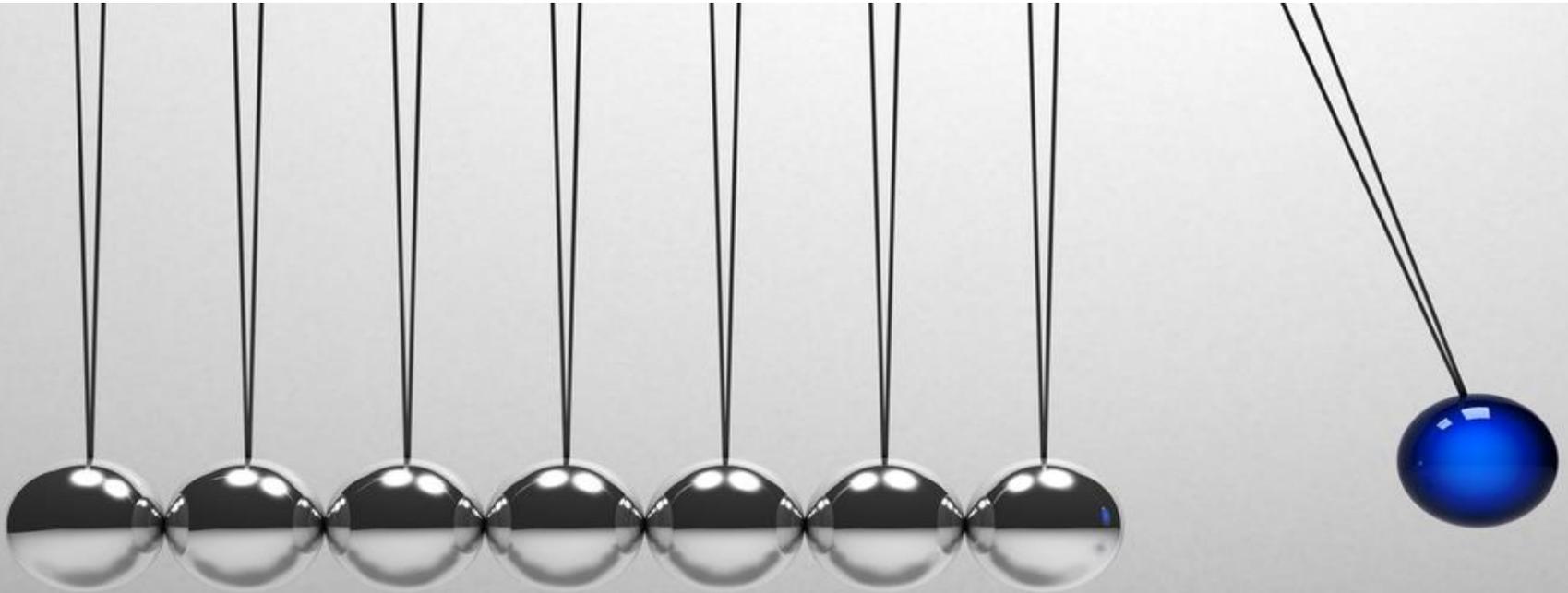


Change Ready - Personal Impact

Anna Jarvis



| Personal Impact - Aims and Objectives

Identifying the opportunity for managerial impact in the change process.

Maximising that impact -improving your ability to influence others

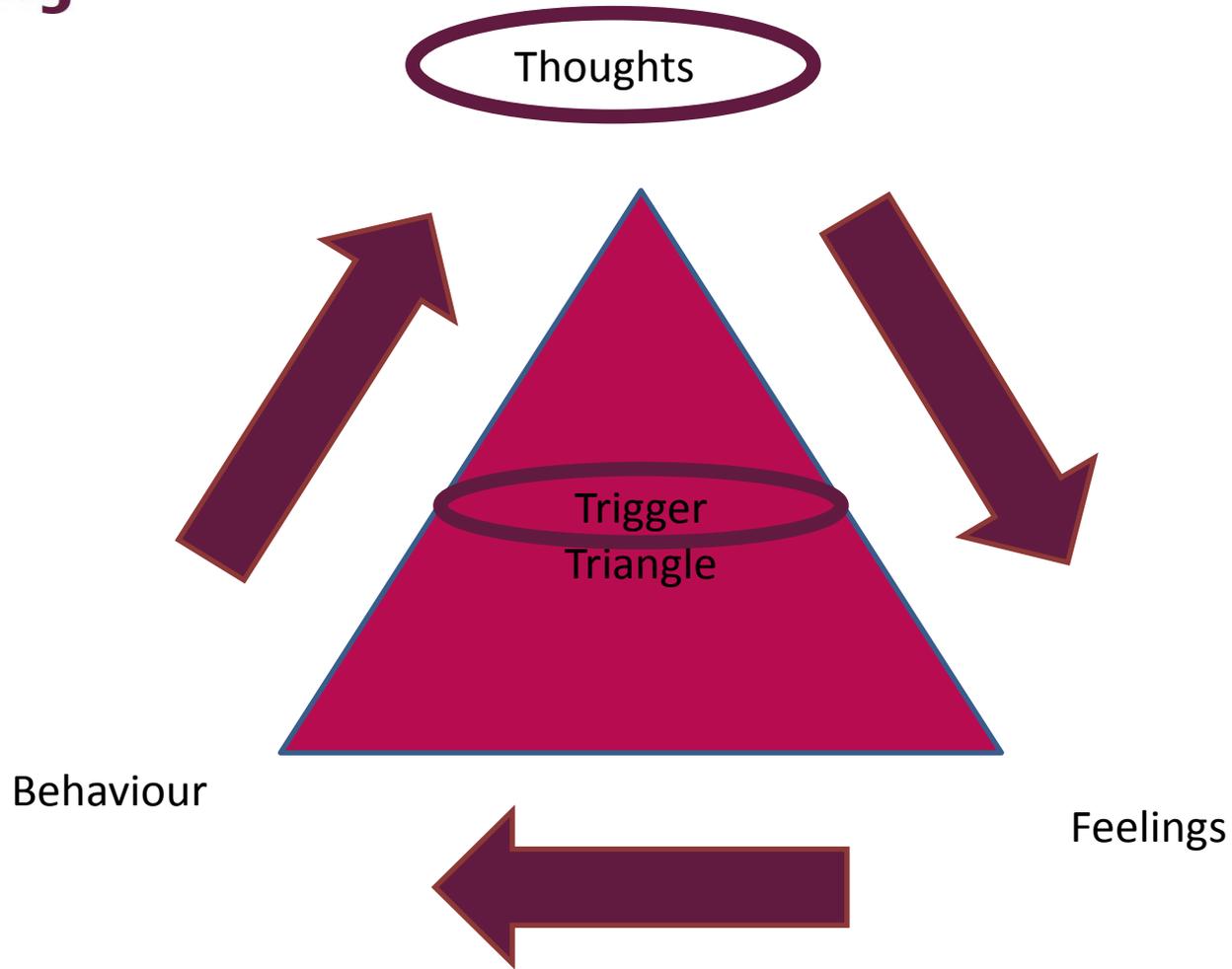
Self awareness - what messages are we giving ?

| A Cognitive Behavioural therapy (CBT) Window of 'Change'

The fundamental principle of CBT is that what people **think** affects how they **feel** emotionally and physically and also alters what they **do**.

In response to certain situations, characteristic **changes occur in thinking and behaviour**. Thinking becomes extreme and unhelpful – focusing on themes that are negative.

Behaviour alters, with reduced or avoided activity, and/or the commencement of unhelpful behaviours that worsen the problems.



Imagine that you are at home. You are the only person in the house and have checked that all of the doors and windows are secured. You are in bed drifting off to sleep when you hear a **muffled thud**.

What is your first thought?

So ...?

The noise in the night anecdote shows how thoughts feelings and behaviours are interconnected and how it is our **interpretation** of events that dictates how we react

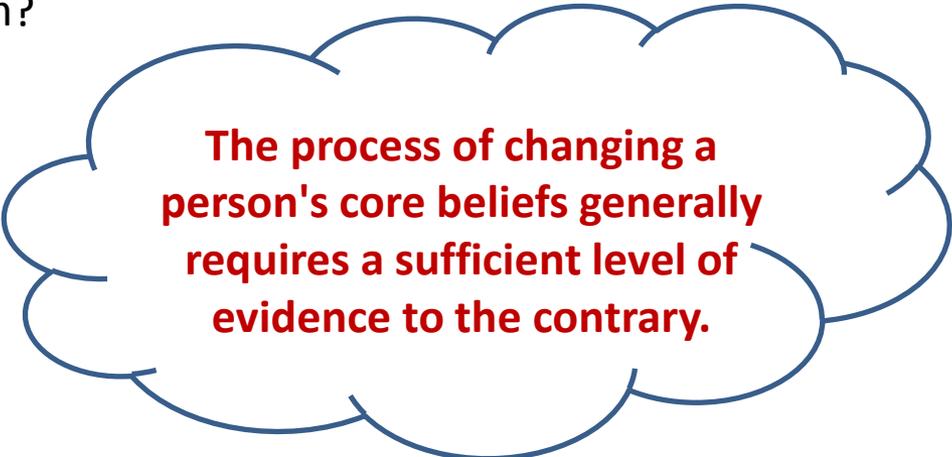
Epictetus famously said:

“people are disturbed not by events but by the view they take of them”

The beliefs that we have about something are based around our **experience** and our **values**. Due to this, they generally feel automatic.

What *belief's* can employees have about change?

Where do these belief's come from?



The process of changing a person's core beliefs generally requires a sufficient level of evidence to the contrary.

| Exercise

- How can we use our Impact as leaders to support a positive *belief* in the change process?

Example

A

An employees name is accidentally omitted from a hierarchy

B

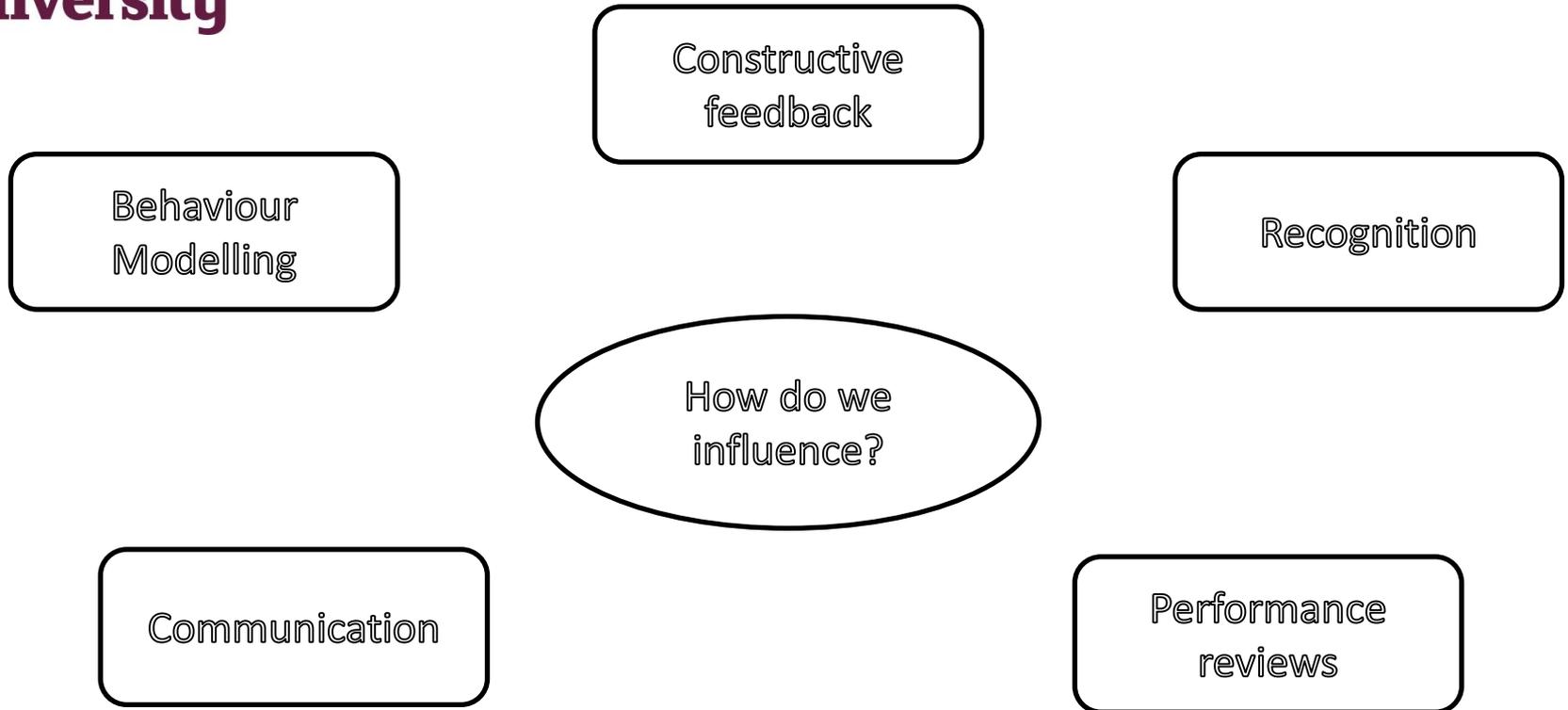
It's just an error

That must mean I haven't got a job after the re-structure

C

Highlight the mistake and continue as normal

Become anxious, stressed, may become withdrawn, defensive, may feel de-valued...



"An employee's relationship with a manager is the most important indicator of success or failure on the job"

What are some of the more subtle ways that managers influence?

- Actions
- Non verbal cues
- How managers are approaching / responding to change
- Micro behaviours



| What we say?



| What they see?

| Reflection

- Who have I influenced today?
- How did I influence them?
- What was / could have been the impact?
- Is there anything that I would change?

| Going forward

What questions do we need to be asking of ourselves?

Is there any discrepancy between what we say and what we do?

What steps can we take as leaders to encourage positive engagement with the change process?

More about CBT in management / change approaches?

- Understanding and developing motivation in others
- Using motivational interviewing to overcome resistance
- The 'cycle of change' - the process that individuals go through when making changes and how to most effectively support and manage this.