

| Impact During Change



| Aims and Objectives

Aim

To build awareness of emotional and behavioural reactions to change and the skills required to respond effectively

Objectives

- Explore the personal impact of change
- Identify key skills required to manage the process effectively (personally and to support others)
- Discuss these skills and understand how to develop them

| What makes communicating during change difficult?

- Feeling uncomfortable because you are giving bad news?
- Feeling upset in case you can't respond with the right answer?
- Feeling anxious that behaviours might flare up?
- Feeling underprepared, exposed and vulnerable?
- Feeling you may say something wrong and cause problems?
- Feeling you may damage the relationship?
- Feeling out of control?

| What can you do?

***Prepare** so you feel you know what information you can give?*

***Plan** so you are ready for any question?*

***Practice** so you feel ready to be challenged?*

Risks

what if....?

- People may want information you haven't prepared for
- People respond differently than anticipated
- Set responses to expected questions could sound scripted and disconnected

Summary

- Although important, its not *just* about planning and preparing for accurately following processes...

...people need to feel **emotionally connected** in order **to build trust** and embrace change

CIPD

viewpoint

change leadership

- **Relational leadership:** transformational change is achieved through relationships and social interactions with organisational members rather than authority and control
- **Building trust:** delivers the enabling conditions in which significant change can thrive
- **Reframing resistance:** Concerns raised by others about change should not be labelled as resistance, but instead reframed and reinterpreted in terms of legitimacy of employee voice.

| Discussion

What do you need from your manager during change?

With these in mind and thinking about your staff/peers....

When would you find it difficult to be all of these things? What gets in the way?

Developing the key skills for change
conversations

Self-management

Understanding own emotions - ***Self-Knowing***

Managing own emotions - ***Self-control***



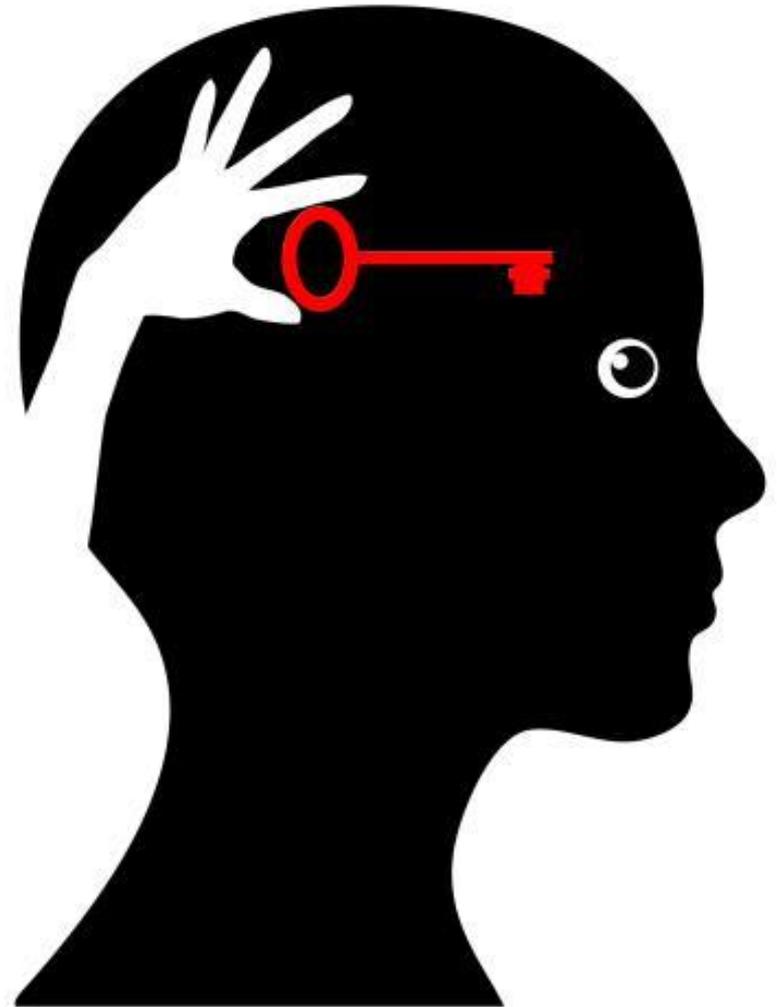
Communication skills

Seeking to understand others - ***Empathy***

Understanding own emotions
Self Knowing

Learn yourself:

- Do you know how you feel right now?
- Do you know what triggers certain emotions (frustration, anxiety, hope, joy)
- Do you know how these emotions affect your behaviour?
- Do you know ways in which your emotions "leak out" non-verbally?



Managing own emotions
Self Control

If we allow our emotions to take the driving seat during a difficult conversation/situation then our behaviour will be out of our control.



***The Chimp Paradox* by Steve Peters**
<https://www.youtube.com/watch?v=xf9Xe633rQE>

Seeking to understand others

- Is the ability to accurately put yourself 'in someone else's shoes'– to understand their situation, perceptions and feelings
- Is the ability to communicate that understanding back to the other person



If people feel empathised with they are more likely to be honest, trust you and be influenced by you. Empathy can unlock resistance

In small groups, consider the scenario in blue. There are many possible reactions....

How can you show empathy to 'employee red'?

An employee's name is accidentally omitted from a hierarchy

It's just an error

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

Highlight the mistake and continue as normal

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

Empathy

Acknowledge their feelings

Sharing a bit of own experiences

Active Listening

Body language



Withhold judgement

Ask questions

Empathy by Brené Brown

I can see this has worried you, do you fancy a chat?

I understand you are worried... do you want to tell me more about it?

Further Reading

***The Chimp Paradox* - Steve Peters**

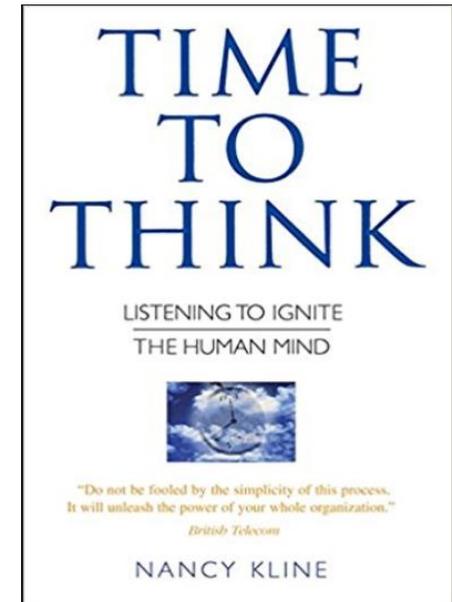
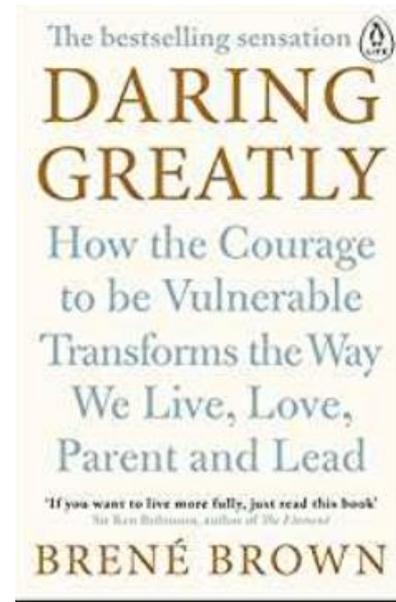
***The Emotional Capitalists* - Martyn Newman**

***Emotional Intelligence* - Dan Goleman**

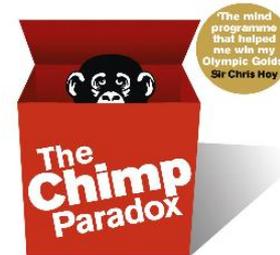
***Daring Greatly* - Brené Brown**

***Time to Think* - Nancy Kline**

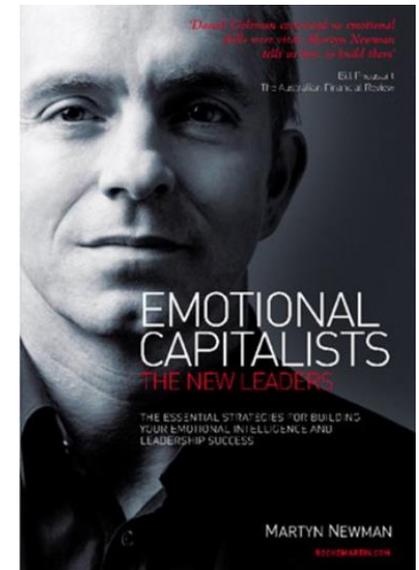
***Games People Play* - Eric Berne**



Dr Steve Peters
CREATOR OF THE **GROUNDBREAKING** MIND MODEL



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Programme for
Confidence, Success and Happiness



Time for a break

Back in the main room for 14.45 please

