

**LEE HECHT
HARRISON**

Leading yourself and others through change

Rob Roberts, Certified Associate, LHH
June 2009

Agenda

Key Topics

- LHH Behavior-Based Change Model™
- Navigating Yourself Through Change
- Leading Others Through Change
- Q&A

Session Objectives

- Learn LHH's Behavior-Based Change Model™
- Identify what change stage you are in based on observed feelings and behaviors
- Increase awareness and build knowledge of:
 - How to navigate yourself through change
 - How to lead others through change

Importance of Change Management

“Change is the law of life. And those who look only to the past or the present are certain to miss the future.”

- John F. Kennedy



Organizational Change

Change is ongoing and continuous in organizations. Much of the time we are dealing with more than one change at a time and very often the changes require us to adapt to new plans, new people and/or new processes.

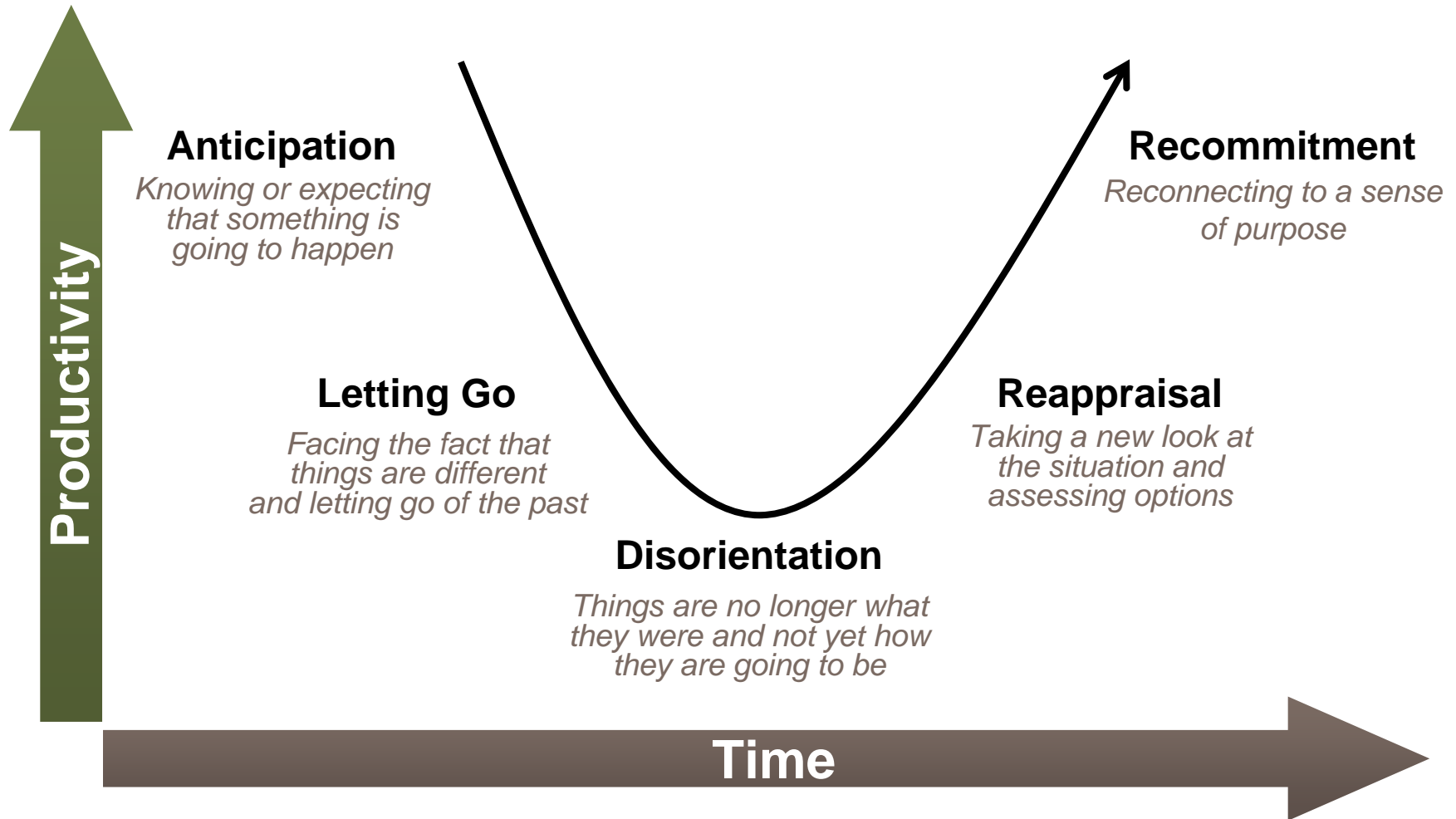
Typically we can categorize change in these ways:

- Structural
- Operational (including strategy)
- Technical
- Cultural
- Personal

LHH Behavior-Based Change Model™

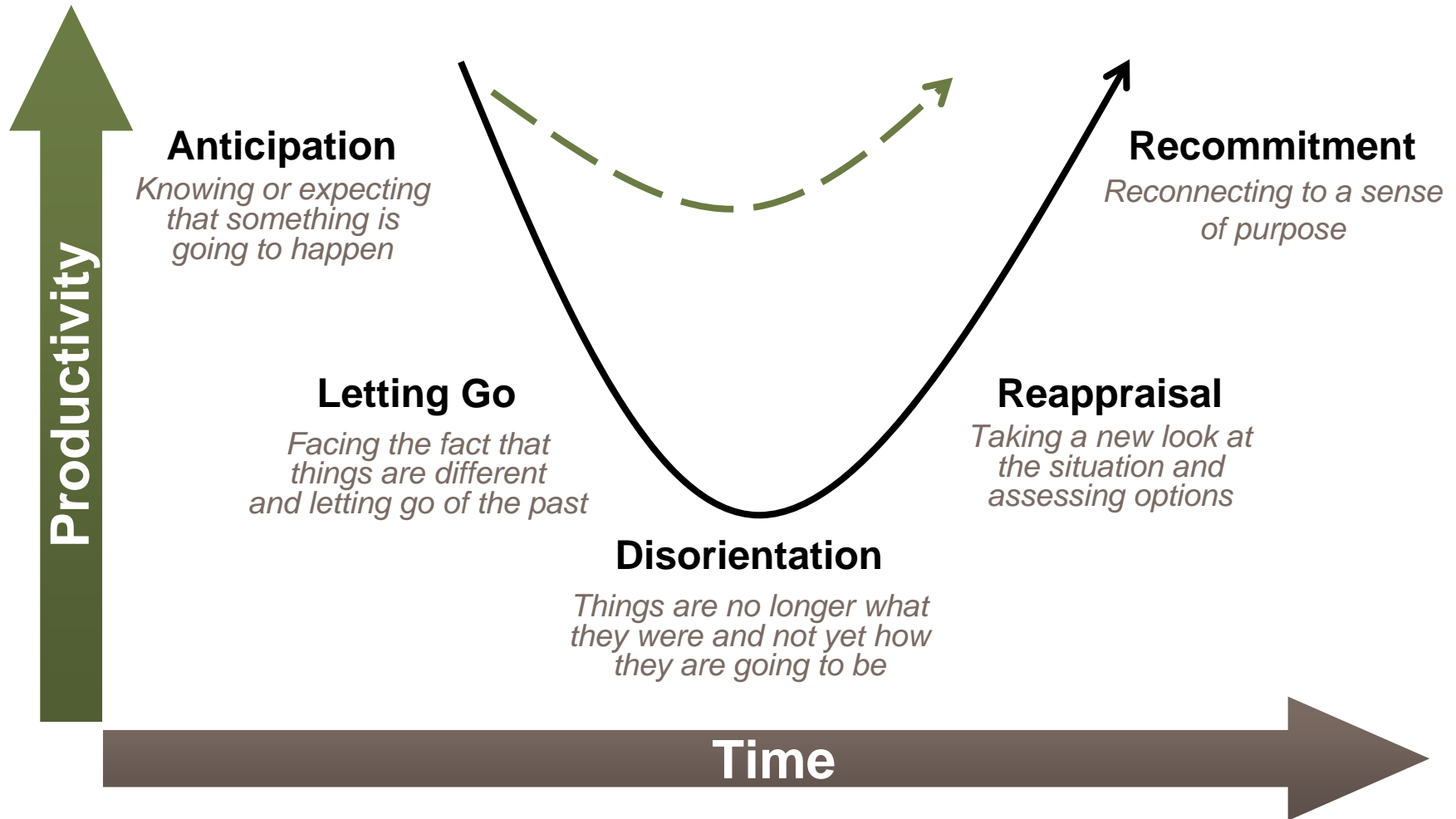
LHH Behavior-Based Change Model™

How People Respond To Change



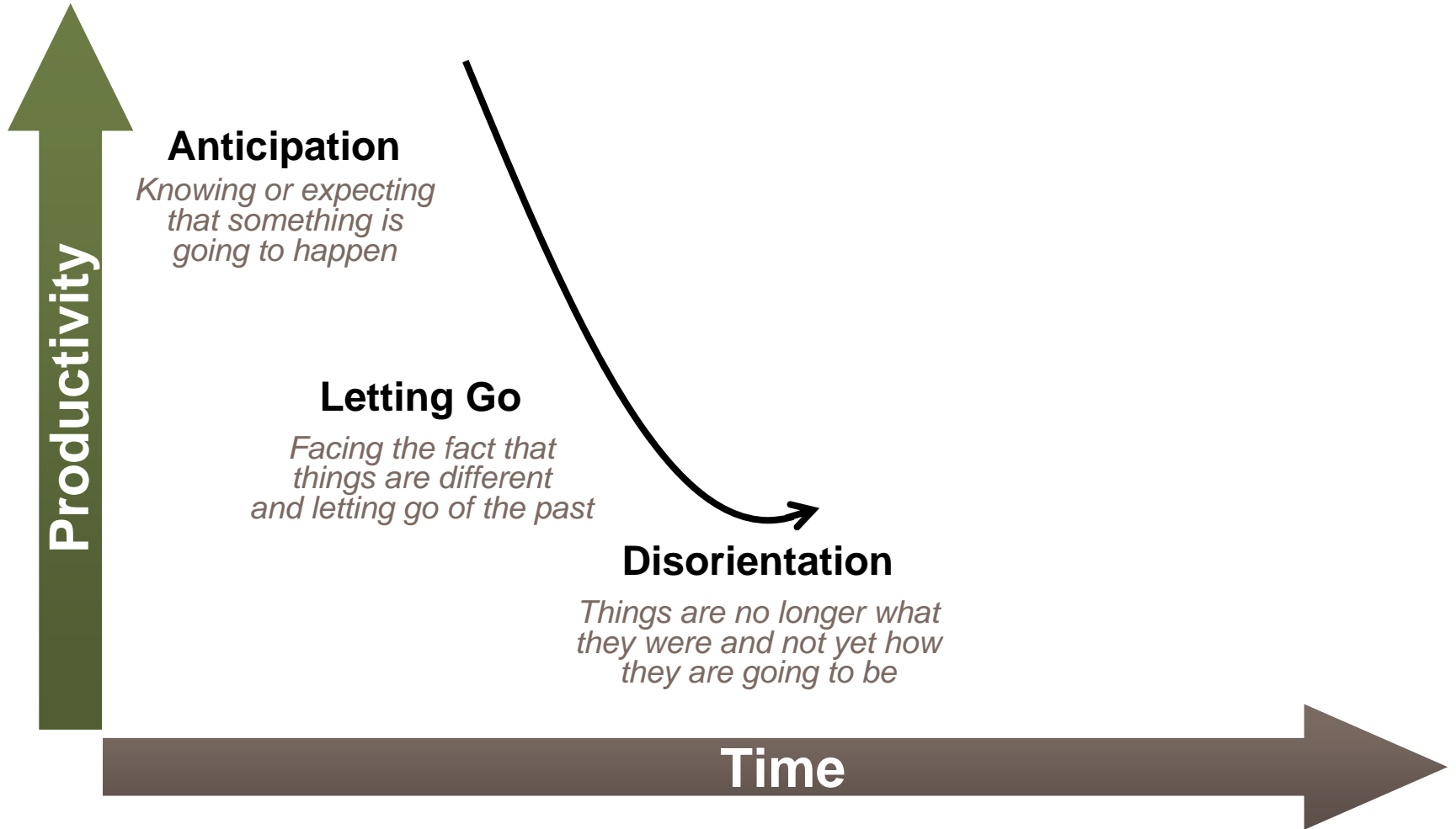
LHH Behavior-Based Change Model™

Important Considerations



LHH Behavior-Based Change Model™

How People Respond To Change



Stage I – Anticipation

Knowing or expecting that something is going to happen

Typical Feelings

- Uncertain
- Energized
- Excited
- Anxious
- Restless

Possible Behaviors

- Hunger for information / clarity
- Excessive conversation
- Speculating on possibilities
- Spreading rumors
- Overreacting to small events
- Impatience / flaring tempers
- Sarcastic comments
- Surge or reduction in productivity



Anticipation

Stage II - Letting Go

Facing the fact that things are different and letting go of the past

Typical Feelings

- Shocked
- Angry
- Guilty
- Distrustful
- Loss of control
- Denial
- Insecure
- Helpless
- Sad
- Hurt

Possible Behaviors

- Downplaying reality
- Short tempers
- Disorganized, missing deadlines
- Defensive postures
- Complaining / blaming
- Negotiating / bargaining
- Lacking enthusiasm / exhaustion
- Seeking attention



Letting Go

Stage III – Disorientation

Things are no longer what they were or how they are going to be

Typical Feelings

- Lost
- Overwhelmed
- Anxious
- Cautious
- Worried
- Confused
- Depressed
- Numb

Possible Behaviors

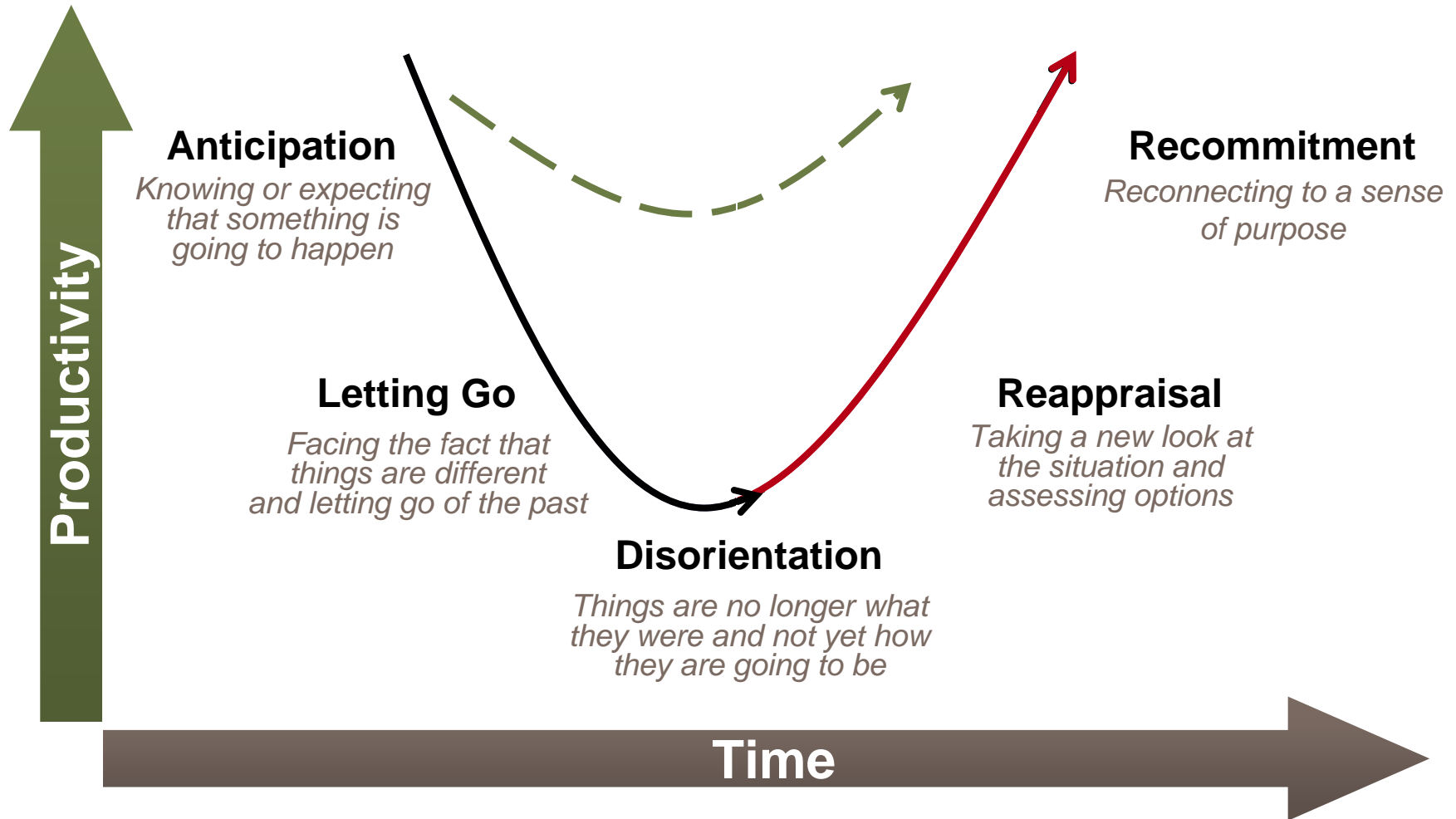
- Withdrawal and indifference
- Paralysis and procrastination
- Giving up easily; avoiding risk
- Difficulty making decisions
- Illness and absenteeism
- Inability to focus
- Refusing to listen



Disorientation

LHH Behavior-Based Change Model™

The Upswing



Stage IV – Reappraisal

Taking a new look at the situation and assessing options

Typical Feelings

- Curious
- Creative
- Worried
- Unsure
- Excited
- Interested

Possible Behaviors

- Bursts of creativity
- Making decisions
- Beginning to take risks
- Experimenting
- Trying new things
- Challenging decisions
- Exploring possibilities and new ideas



Reappraisal

Stage V – Recommitment

Reconnecting to a sense of purpose

Typical Feelings

- Energized
- Hopeful
- In Control
- Involved
- Optimistic
- Creative
- Confident
- Engaged

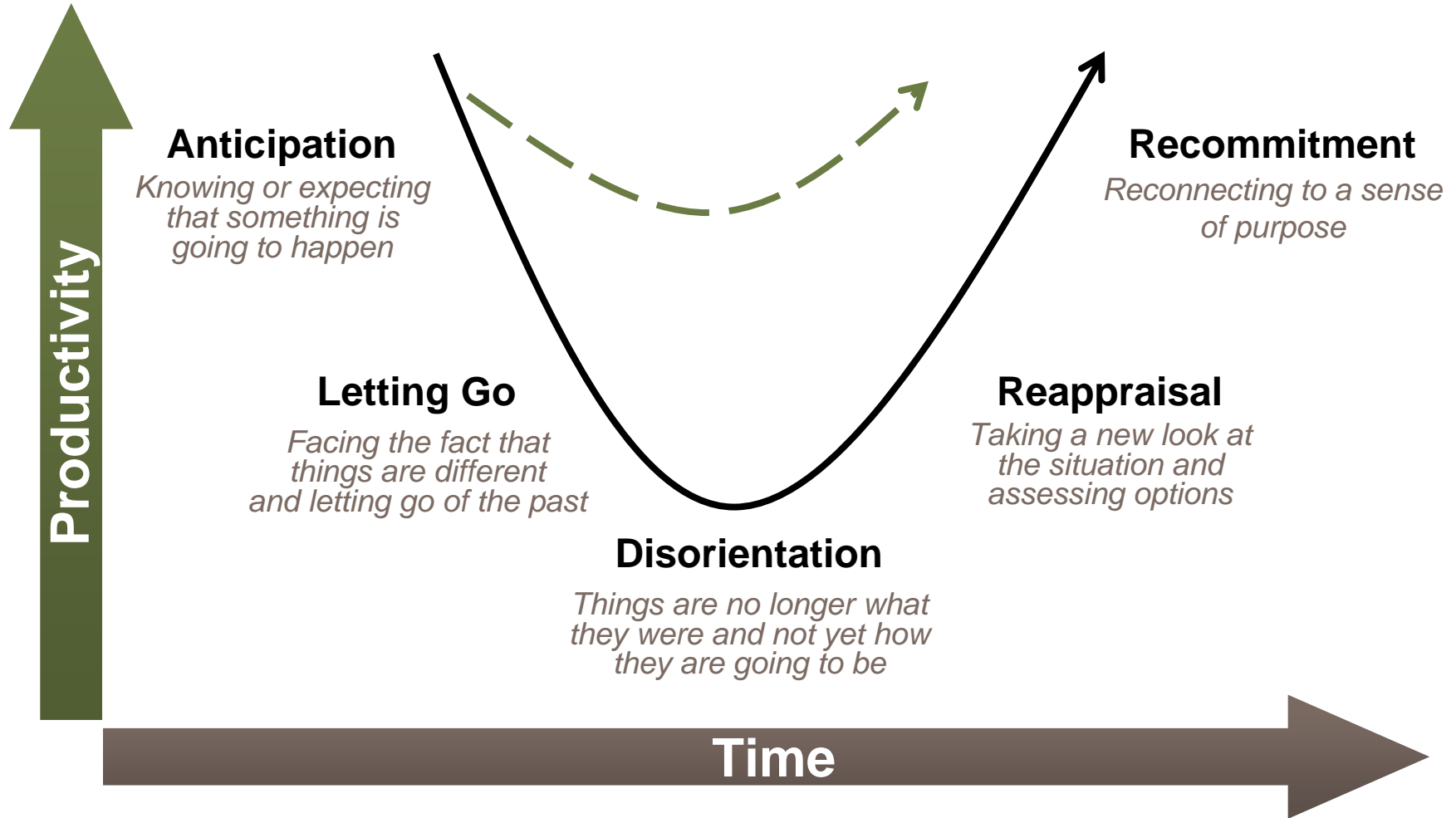
Possible Behaviors

- Orienting toward the future
- Focusing on priorities
- Offering constructive ideas
- Recognizing what has been learned
- Offering support to others
- Impatience with those not yet committed
- Humor without cynicism



Recommitment

Stage Identification



Navigating Yourself Through Change

Stage I – Anticipation

Knowing or expecting that something is going to happen

Recommended
Actions

Be Flexible,
Strong, and
Prepared

- Know yourself – identify your skills and competencies.
- List your current personal and professional network. Connect with two people each week by phone conversation or in-person meeting.
- Reduce your sources of stress at work and at home. Discuss stressors at work with your manager and how they could be worked around, eliminated or reduced.
- Take time to assess your financial situation.
- Set specific times aside for recreation and relaxation daily; banish all thought of work during this time.

Anticipation

Stage II – Letting Go

Facing the fact that things are different and letting go of the past

Recommended
Actions

Handle
the Loss

- Acknowledge your feelings associated with the change by talking to someone you trust.
- Seek out members of your network to discuss specifics regarding the change.
- Learn from the past. Set short-term goals for the future; start with one week, one month, then every three months thereafter.
- Use all available resources that the organization is providing.
- Attitude is everything. Identify positive ways you can address actual and perceived losses. List the possible gains that can result from the situation.

Letting Go

Stage III – Disorientation

Things are no longer what they were or how they are going to be

Recommended
Actions

Understand
the Change

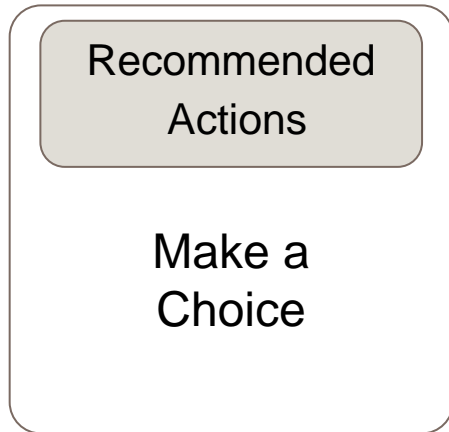
- Fully understand why the change is occurring. Identify the major forces that drove the change.
- Read company documentation about the organization's vision and discuss it with your manager and team.
- Speak with your manager and discuss how you think the change will affect you; clarify your thoughts with the manager.
- Explore interim and new ways of doing things.
- Do an activity you enjoy with someone in your network and take a break from the change for that time.



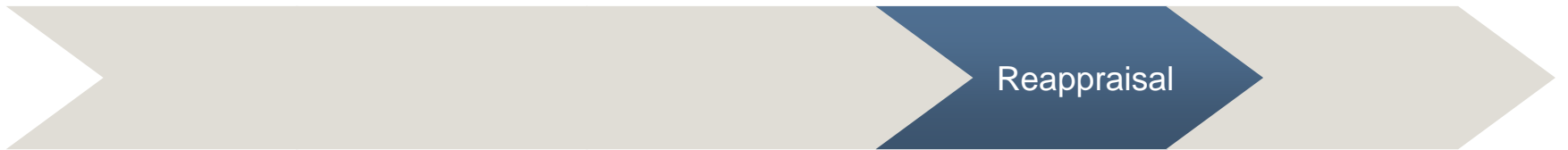
Disorientation

Stage IV – Reappraisal

Taking a new look at the situation and assessing options



- Explore your options and choices available to you as a result of the change and discuss with your manager.
- Assess what new skills, knowledge, and competencies you can develop right now.
- Make suggestions of how to improve some work processes and make things better for the team.
- Volunteer to work on a new process, procedure, or task that taps into your creativity .
- Celebrate your successes.
- Commit to move forward productively and positively with the change.



Stage V – Recommitment

Reconnecting to a sense of purpose

Recommended
Actions

Move
Forward

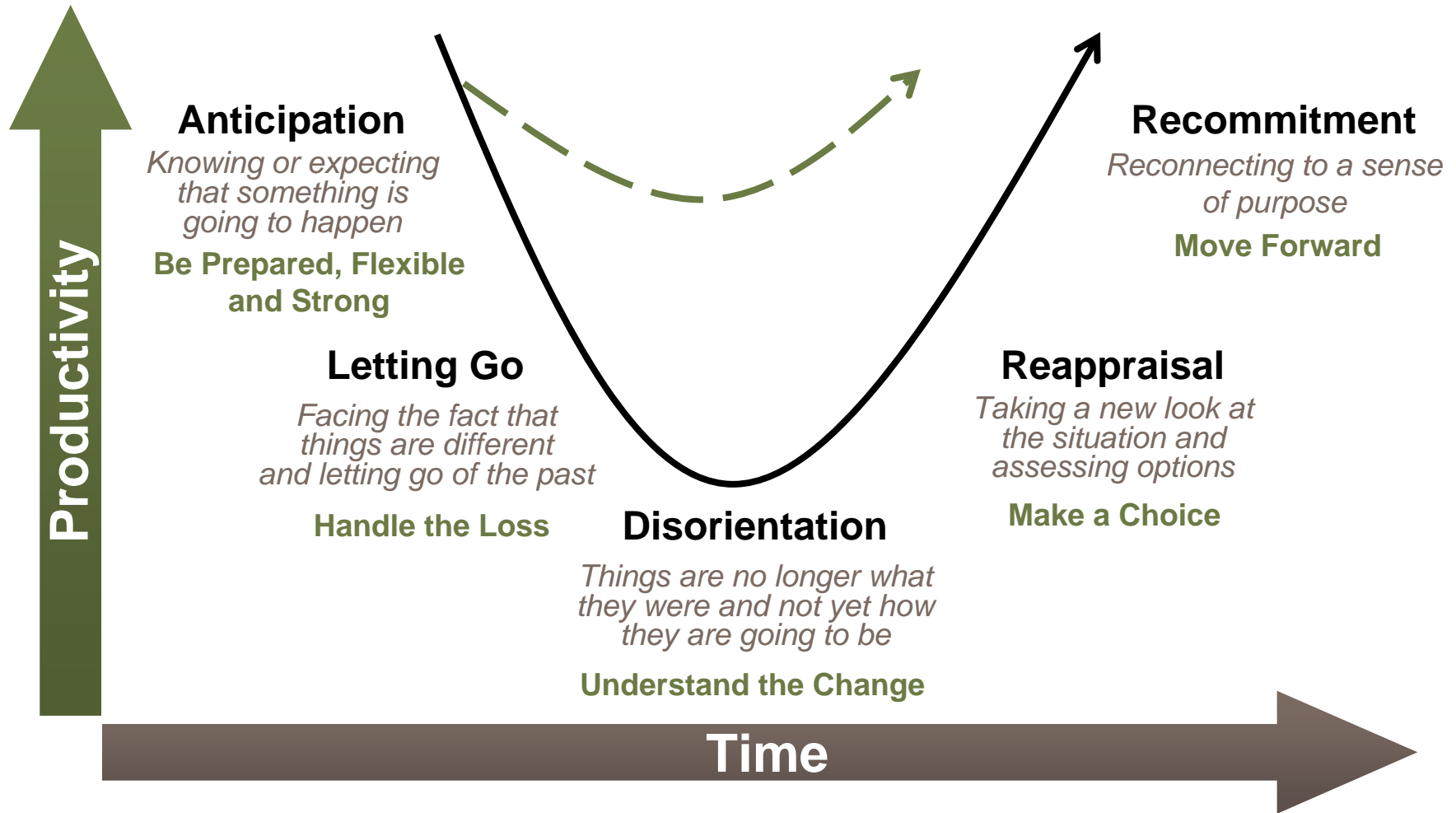
- Share your excitement about the future and lessons learned with the team.
- Stay connected with your network weekly.
- Clarify expectations and priorities frequently with your manager, at least every two weeks.
- Make career and life plans. Set SMART goals for the next six months and year.
- Offer assistance to those not yet fully engaged.
- Get involved in team/functional decision making.



Recommitment

LHH Behavior-Based Change Model™

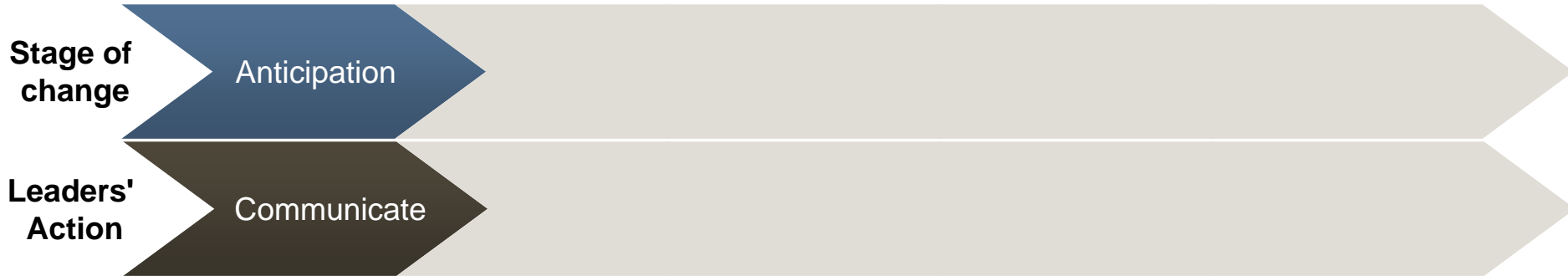
Individual Actions



Leading Others Through Change

Anticipation – Stage I

Knowing or expecting that something is going to happen

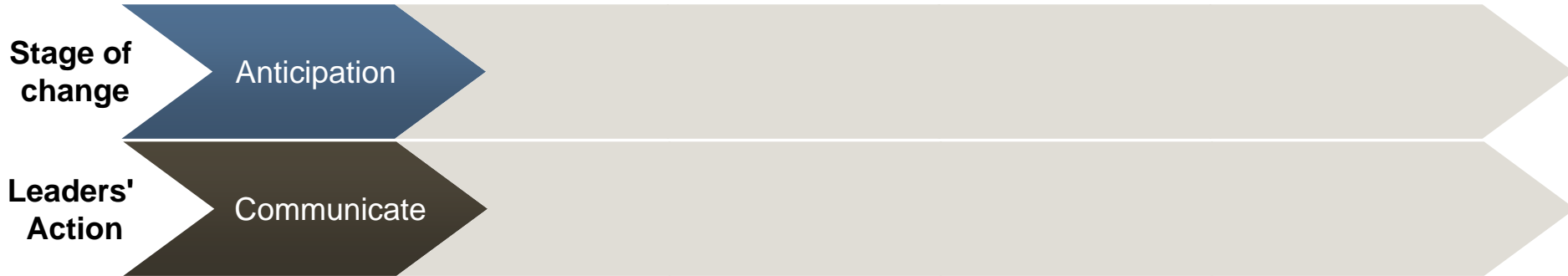


What to Do:

- Address your individual reactions, questions, and concerns about the change. These must be resolved before you can become an effective Change Leader.
- Communicate available/appropriate information 1:1. Be honest and straightforward. Communicate what you know and what you don't. Encourage follow up conversations.
- Check in with individuals frequently 1:1 to check how they are feeling. Identify their concerns, potential barriers, and challenges as they prepare to leave the security of what's familiar.

Anticipation – Stage I

Knowing or expecting that something is going to happen



What to Avoid:

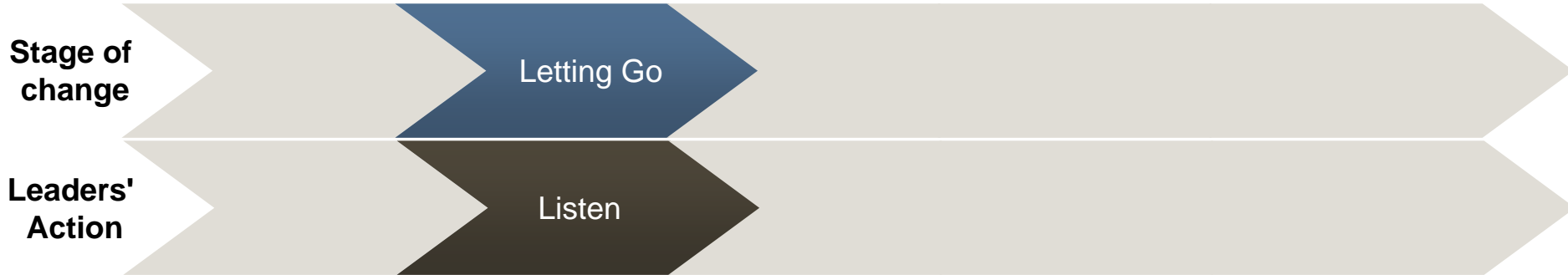
- Assuming the change will be implemented without careful management. Don't be a bystander.
- Contributing to employee anxiety by sharing your personal speculation. Rather, use company key messages when discussing the change.
- Ignoring or discounting employee feelings or behaviors. Instead, leverage these signs and begin focusing individuals on the future.
- Assuming employees understand the rationale and strategy for change.

What to Ask:

- What is your understanding of the rationale and strategy for the change?
- What questions or concerns do you have regarding the change?

Letting Go – Stage II

Facing the fact that things are different and letting go of the past

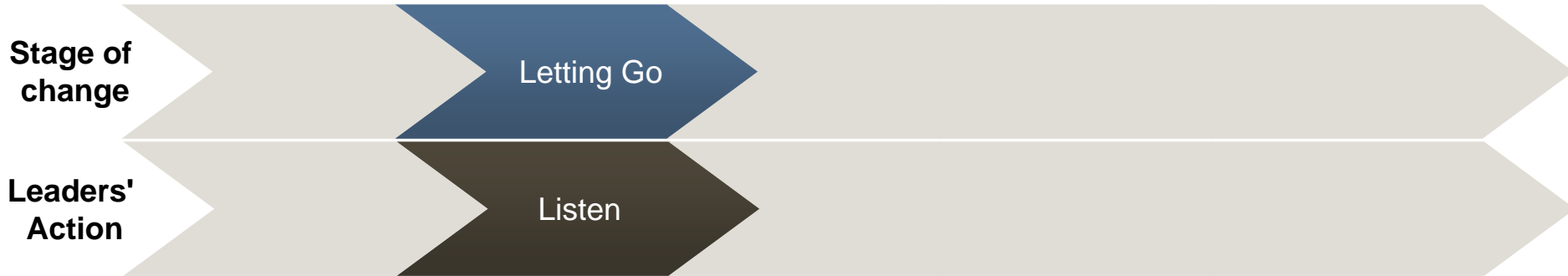


What to Do:

- Acknowledge all aspects of loss associated with a change (e.g., comfort zone, confidence, role/responsibility, authority, reporting structure, etc.)
- Create a safe environment where employees are able to share their thoughts and feelings. Select an appropriate time and place to have a quality conversation.
- Listen to your employees without judging them. Empathize, listen actively, and acknowledge their thoughts and feelings. Allow employees to talk about the loss and express their feelings.

Letting Go – Stage II

Facing the fact that things are different and letting go of the past



What to Avoid:

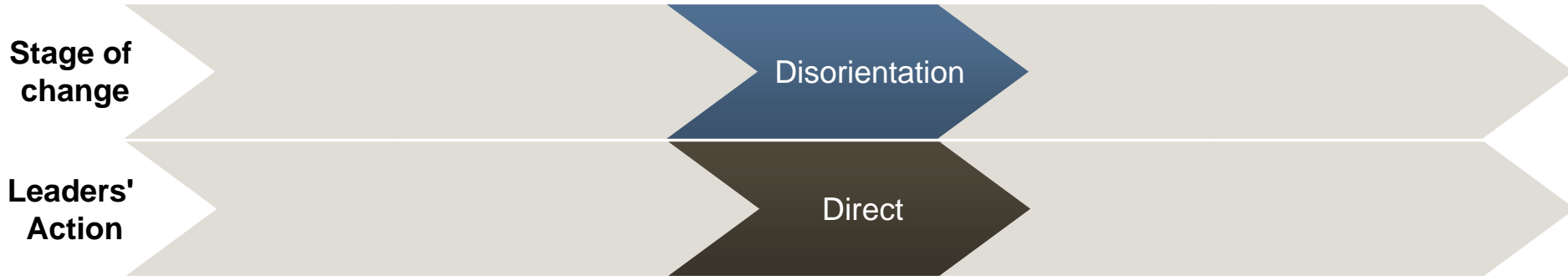
- Trying to control the thoughts and feelings of your employees. However you can positively engage your employees by focusing on the future.
- Taking employee resistance personally. Remember that resisting change is human nature and they have just left the comfort zone of what's familiar.
- Placing blame on others for the change. Rather, restate the internal and external factors that led to the change.
- Trying to speed people through the phase. "You have to let go and get over it."

What to Ask:

- How do you see this change impacting you day-to-day?
- What will be difficult to let go of as a result of this change?

Disorientation – Stage III

Things are no longer what they were or how they are going to be

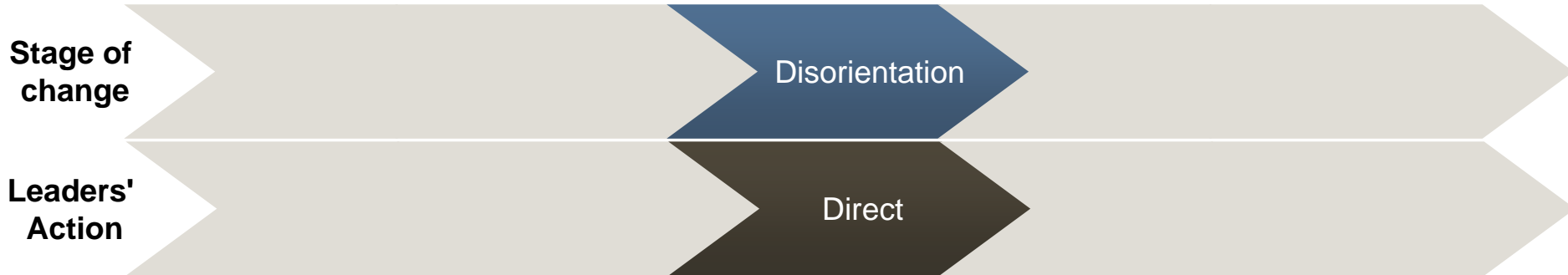


What to Do:

- Be honest and straightforward. Share the stages of change as a resource.
- Assist the employee in prioritizing their tasks. Develop, or assist in the development of, short-term goals. Prioritize, establish deadlines, and follow up appropriately.
- Establish interim ways of doing things. Create an individual/personal strategy for how individuals will experience success today.

Disorientation – Stage III

Things are no longer what they were or how they are going to be



What to Avoid:

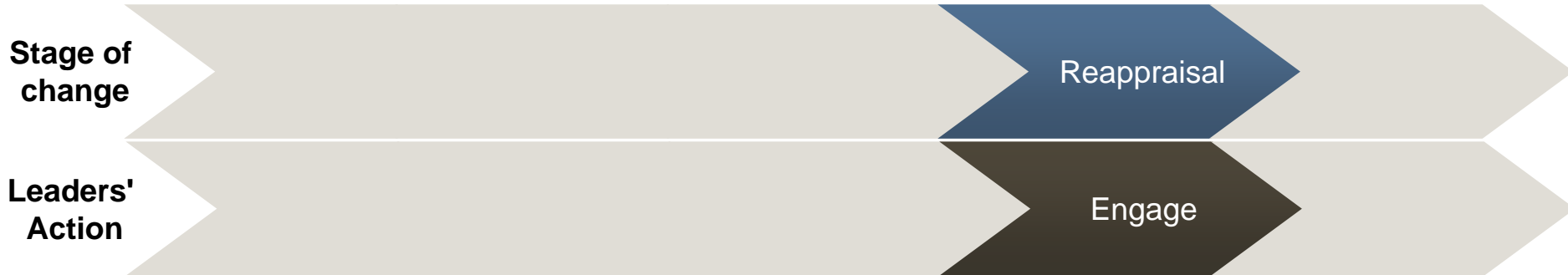
- The “Just Do It” approach. During disorientation, employee behaviors are less about resistance and more about a lack of direction.
- Confusing genuine performance issues with reduced productivity/ engagement as a result of the change. You should address performance issues immediately using organizational guidelines.
- Transference. Don’t allow the paralysis and indifference of the employee to influence your attitude. Do revisit team/organizational goals and vision. Focus on the future.

What to Ask:

- What obstacles, barriers, or frustrations are impacting your focus day-to-day?
- What decisions can I help you make that will allow you to be successful today?

Reappraisal – Stage IV

Taking a new look at the situation and assessing options

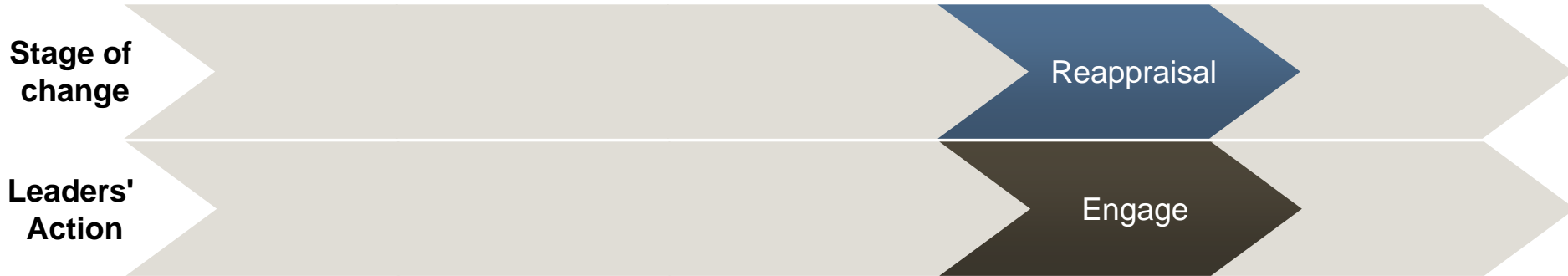


What to Do:

- Catch people doing something right. Frequently recognize positive contributions by the employee to the team and organization. Reward and reinforce positive behavior.
- Leverage early success and encourage employees to further explore roles and responsibilities required for success in the future. Seek opportunities to solicit suggestions from individuals regarding implementation of the change
- Continue to assist employees in prioritizing their tasks. Coach the employee regarding short-term goals. Prioritize, establish deadlines, and follow up appropriately.
- Be aware of feelings/emotions indicating regression. Engage these employees immediately.

Reappraisal – Stage IV

Taking a new look at the situation and assessing options



What to Avoid:

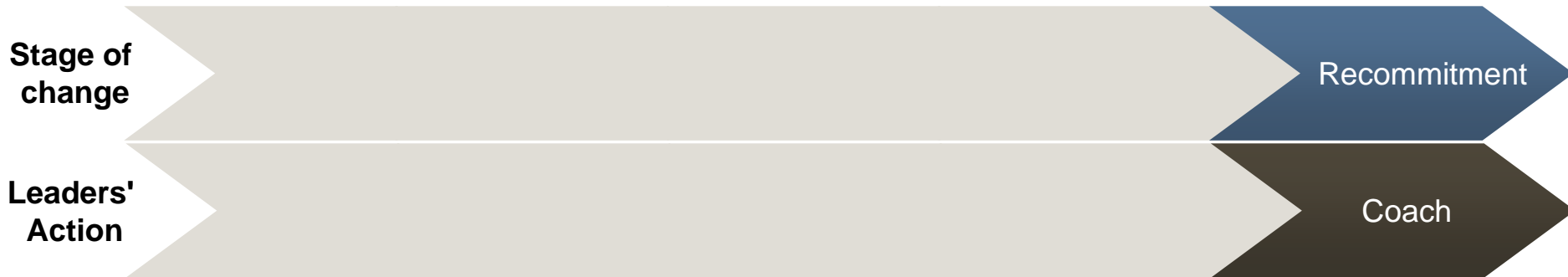
- Punitive behaviors. Address mistakes as a learning opportunity. However, don't confuse performance issues with reduced productivity/engagement.
- Pressuring employees to move forward. Rather, meet them where they are and offer supportive behaviors (coaching, listening, reinforcing positive employee actions).
- Discounting employee suggestions and ideas. You should further encourage exploration and positive, future-focused thinking.

What to Ask:

- What opportunities for learning and success come with this change?
- What resources do you need to do your job well/effectively?

Recommitment – Stage V

Reconnecting to a sense of purpose



What to Do:

- Recruit early adopters as change agents. Create an environment where employees can become the subject matter experts. Partner early adopters with employees still challenged by the change.
- Share individual, team, and organizational success regarding the change. Highlight the benefits that have been achieved. Encourage testimonials from other team members.
- Continue productive leadership behaviors (Communicate, Listen, Direct, Engage, Coach).

Recommitment – Stage V

Reconnecting to a sense of purpose



What to Avoid:

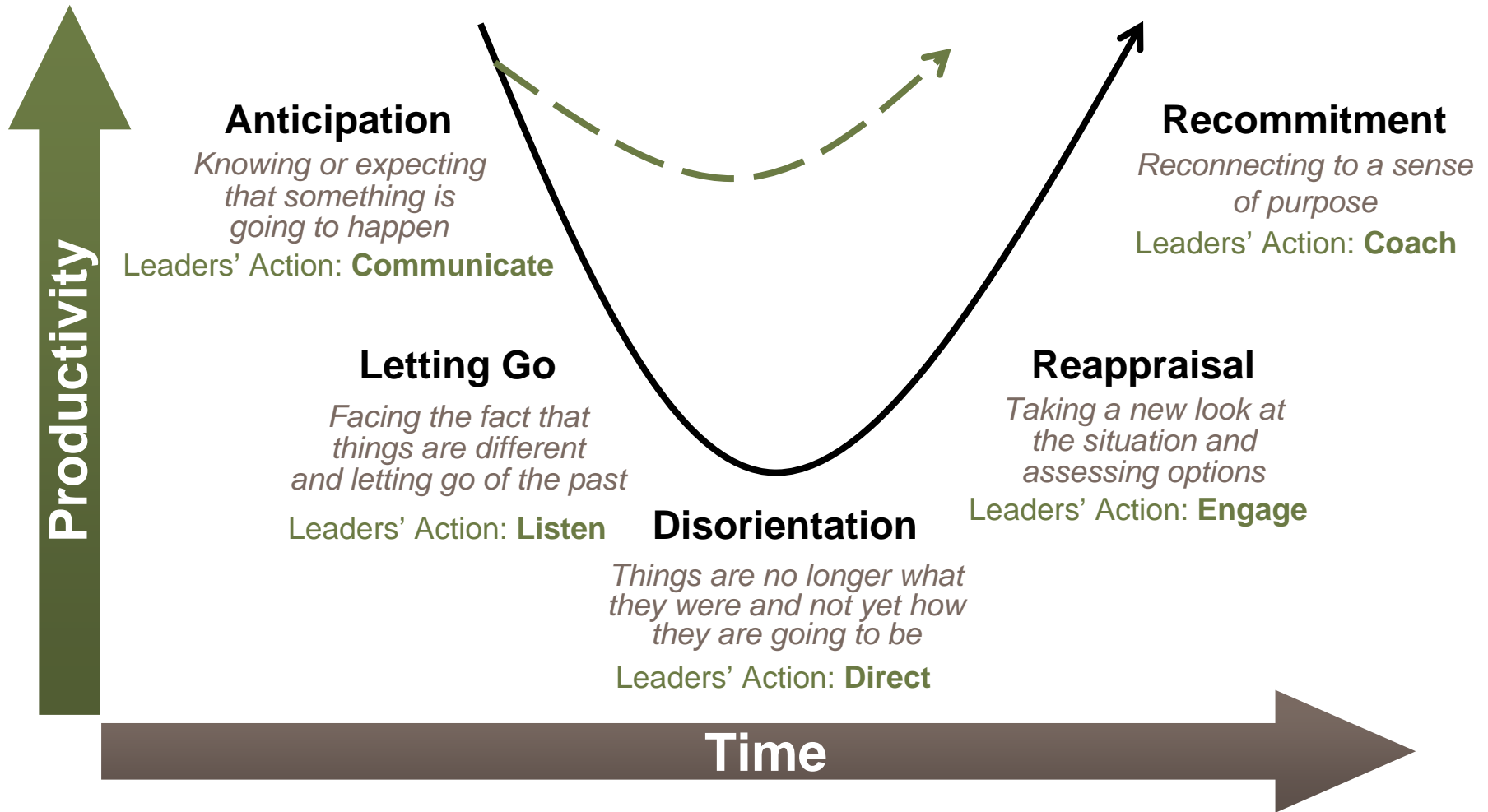
- Romanticizing or demeaning the past. Instead, focus on the future and what it means to individuals, the team, and the organization.
- Forgetting lessons learned. Rather, assessing what worked and what didn't can be used to address the next change. Develop a set of best practices.
- Disengaging from employees who are recommitted.

What to Ask:

- What lessons have you learned during this change?
- What are you looking forward to at work?

LHH Behavior-Based Change Model™

Leader Actions



What We've Covered Today

- LHH's Behavior-Based Change Model™
- The change stage you are in based on observed feelings and behaviors
- Awareness and knowledge of:
- How to navigate yourself through change
- How to lead others through change