UW Organizational Effectiveness Initiative

Embracing Change

Office of the Provost

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Barnga

1. What happened?
2. How did you figure it out?
3. How do you link this experience to change in your department?
4. What happens when there are rule differences you don’t know about? How do you respond?
5. What did you think/feel about those who knew of the game differently than you?
6. What was the impact of doing this non-verbally?
7. Did you find yourself deferring to anyone? If yes, why?
Activity

List Ten Words You Would Use to Describe ‘Change’:

1. ________________________________________  6. ________________________________________
2. ________________________________________  7. ________________________________________
3. ________________________________________  8. ________________________________________
4. ________________________________________  9. ________________________________________
5. ________________________________________  10. ________________________________________
What are Some Words to Describe Change?

n. alteration, transformation, mutation, shift, fluctuation, swing, modulation, metamorphosis, revolution, conversion; modification, adjustment, amendment; transition, flux, movement, motion, upheaval, transition.

- The Oxford Dictionary and Thesaurus
When is Change Viewed as Good/Bad?

For decision-makers

*Intentional change is:*

- purposeful
- necessary
- planned
- paced
- an improvement
- an opportunity for growth

*For implementers*

*Imposed change is:*

- unexpected
- unnecessary
- out of control
- disruptive
- a problem
- allows no choice

A beginning

*Feel like a navigator*

An ending

*Feel like a victim or survivor*
ADKAR Change Model – What’s Changing?

1. Awareness. List the reasons you believe the change is necessary.

2. Desire. List the factors or consequences (good and bad) that create a desire to change.

3. Knowledge. List the skills and knowledge needed to support the change.

4. Ability. Considering the skills and knowledge identified in the previous question, evaluate your ability to make change.

5. Reinforcement. List the reinforcements that will help to sustain the change. Are incentives in place to reinforce the change and make it stick?

Source: BPROn-lineLearningCenter http://www.prosci.com/adkar-overview.htm
What is the Cycle of Change?

- Comfort & Control
- Shock & Denial
- Chaos & Confusion
- Facing a New Reality
- Adapting & Learning

- Dan Oestreich
Roller Coaster of Change
Stephen Haines

Impact    Confusion    Adjustment    Reconstruction

Workforce Roller Coaster
Stephen Haines

Management vs. Staff Roller Coaster
Stephen Haines

Employees

Management
What are the Three Phases of Transition?

*Transitions* Begin with *Endings*
- of some relationships
- of some job duties
- of some expectations

What are some of the things you need to let go of?

- William Bridges
Elements of the Neutral Zone

- Nothing works well
- A feeling of being nowhere between two somewheres
- Anxiety rises and motivation falls
- Feeling disoriented
- Becoming self-protective
- People often miss more time from work
- Feeling of overload
- Priorities confused
- Information miscommunicated
- People become polarized—some rush ahead while some go backward
- Discord rises
- Some creativity emerges

- William Bridges
Cognitive Viruses

1. **Magnification** (turns the consequences of a negative event into a catastrophe)

2. **Destructive Labeling** (an extreme form of over generalization and negativity)

3. **Imperative Thinking** (having a list of inflexible rules about how you and others should act)

4. **Mind Reading** (attributing motives to people that explain their actions to your satisfaction)

*Source: Henrie Weisinger*
Approaches to Change

- Victim
- Survivor
- Navigator
“It’s not so much that we’re afraid of change, or so in love with the old ways, but it’s that place in between we fear...it’s like being in between trapezes. It’s Linus when his blanket is in the dryer. There’s nothing to hold on to.”

- Marilyn Ferguson
## Myths and Realities of Change

<table>
<thead>
<tr>
<th>Myth:</th>
<th>Reality:</th>
</tr>
</thead>
<tbody>
<tr>
<td>This will go away</td>
<td>Change is here to stay</td>
</tr>
<tr>
<td>It will help if I get upset</td>
<td>Controlling your emotions increases your control over the situation</td>
</tr>
<tr>
<td>Top management knows a lot</td>
<td>The odds are that higher management is being as open and straightforward</td>
</tr>
<tr>
<td>They don’t know what they’re</td>
<td>Management doesn’t care about us</td>
</tr>
<tr>
<td>The changes weren’t really</td>
<td>Management has to make some tough decisions, and it’s impossible to keep</td>
</tr>
</tbody>
</table>
What are Three Conditions of Successful Change?

1. **Valid Information** — good communication going and coming to all levels of employees.

2. **Informed Choice** — having the opportunity for all levels of people to have some choice about the new plans and changes.

3. **Internal Commitment** — to have any change be successful, all people must be committed to the course of action. There will be varying degrees of commitment, of course, but to be truly successful all people need to be committed to the general direction.
What’s In It For Me?

**ME**
Personal Growth & Credibility

**US**
Control & Efficiency

**THEM**
Collaboration & Service
What Are Your Preferences?

Extraversion----------------Introversion
Sensing----------------Intuition
Thinking----------------Feeling
Judging----------------Perceiving

*Myers Briggs Type Indicator*
Why is Change Denied and Resisted?

Resistance increases when...

1. The purpose of the change is not made clear.
2. The need for change is not understood.
3. Communication regarding the change is poor.
4. People who will be involved with the change are not included in planning.
5. There are no rewards.
6. Key people are not seen as really supporting the change.
7. People perceive a negative impact on their social relations.
8. Change is introduced too slowly or quickly.
9. Habit patterns are ignored.
10. Key job duties are exchanged.
11. Feelings of failure exist.
12. There is a tendency to seek security in the past.
13. There is a lack of confidence in the outcome of change.
14. Too much pressure exists.
15. Vested interests are involved.
16. The status quo can’t be reestablished if the change proves unacceptable.
17. People believe the change will reflect negatively on their past performances.
18. Poor behavior on the part of others is tolerated during the change process.
19. The change process is not open to input or critique.
20. Decisions are passed down hierarchically and therefore some people have much information and others have little.
21. The timing for the change is bad.
22. One change means many changes.
23. People want to know what the outcome will be before the change occurs.
24. Behavioral change usually comes in small steps.

- Pritchett and Pound
Focus on Type 1 changes and prepare for Type 2 changes.

**Type 1:** *Control* — We have the information, expertise, resources and authority necessary to manage the change.

**Type 2:** *Influence* — We do not have full control, but can influence the outcome, with assistance.

**Type 3:** *Neither* — We have neither control nor influence, and should not take on this change.

- Chris Argyris
Success factors in leading effective change

1. Embrace it
2. Take initiative and try different things/take risks
3. Follow through/make things happen
4. Be persistent
5. Be patient
6. Reflect/adapt/be flexible
7. Try to find some humor
8. Involve the right people/build teams
9. Communicate, communicate, communicate
10. Measure processes
11. Build allies
12. Focus on customer needs
13. Focus on process improvement
14. Choose your battles
15. Treat yourself well

- Ruth Johnston, Ph.D.
Planning for Change

1. Write out a brief description of the change
2. List the goals of the change
3. Who will be involved in making the change happen?
4. How will you communicate between yourselves? How will you track progress?
5. List or chart the macro steps in the change you want to make
6. List the tasks to accomplish below each step
7. Indicate who will take the lead on each
8. List the desired milestone (deadline) for each
9. List the resources you will need and what you’ll do to get them
10. How will you know you’ve achieved your goals? (measures)
11. How will you communicate about your effectiveness?
How do you approach change?

What are you?

How can you become a “singer”, or at least a “hummer?”
15 (Or So) Steps to Lower Stress

1. Physical exercise, at least 30 minutes 3 times a week.
   2. Learn relaxation techniques.
   3. Cut down on caffeine.
      4. Eat right.
      5. Meditate.
   6. Develop better time management.
   7. Play, have fun, recharge.
   8. Get plenty of sleep.
 10. Count your blessings….make thankfulness a habit.
 11. Say nice things when you talk to yourself.
 13. Forgive. Grudges are too heavy to carry around.
 15. Practice optimism.
 16. Take breaks and lunches!

What else can / do you do?
Attitude by Charles Swindol

The longer I live, the more I realize the impact of attitude on life.

Attitude, to me, is more important than facts. It is more important than the past, than education, than money, than circumstances, than failures, than successes, than what other people think or say or do. It is more important than appearance, giftedness or skill. It will make or break a company... a church... a home.

The remarkable thing is we have a choice every day regarding the attitude we will embrace for that day. We cannot change our past... we cannot change the fact that people will act in a certain way. We cannot change the inevitable. The only thing we can do is play on the one string we have, and that is our attitude... I am convinced that life is 10% what happens to me and 90% how I react to it.

And so it is with you... we are in charge of our attitudes.
Bibliography

- Kaye, Beverly L. and S. Jordan-Evans *Love ’Em or Lose ’Em: Getting Good People to Stay*, Berrett-Koehler, 1999
Bibliography (continued)

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