Think of a specific, significant change...
REASONS TO CHANGE

- Technological
- Financial
- Global
- Environmental
- Personal
- Cultural
- Regulatory
The only constant is... 

...change!
If change is so common...

...why is it so difficult sometimes?
THE BRAIN

What does brain science teach us about change?
EXERCISE!
FIRST PRIORITY

SAFETY
SECOND PRIORITY

SOMETHING INTERESTING
70%

Percent of major change initiatives that are considered to be failures.
What’s the #1 reason change initiatives fail?

RESISTANCE!
TWO VIEWS ON CHANGE

OPPORTUNITY
TWO VIEWS ON CHANGE

RISK

OPPORTUNITY

[Image of a warning sign and a slot machine]
MANAGING CHANGE

“Understanding and managing the risks so we can capitalize on the opportunities.”
**CHANGE**

- An event that occurs when something new starts or something old stops.
- Happens outside of us.
- Takes place at a particular point in time.
- Can be perceived as life-changing or insignificant, positive or difficult.
TRANSITION

- The gradual, subjective psychological process we go through when a change impacts us.
- Takes an indefinite amount of time.
- Happens inside us.
- Happens in three phases.
THE TRANSITION PROCESS

Three Phases

Change Event

Endings → Neutral Zone → Beginnings
Transitions start with an ending

The “old way” ends and a “new way” begins
ENDINGS EMOTIONS

- Anger
- Sadness
- Denial
- Anxiety
- Grief
- Frustration
- Betrayal
- Shock
- Fear
- Resentment
- Relief
- Excitement
FIVE STRATEGIES FOR ENDINGS
SORT YOUR LOSSES
LOSS OF ATTACHMENTS
LOSS OF ATTACHMENTS

Roles/Status

People
LOSS OF TURF
LOSS OF STRUCTURE
LOSS OF FUTURE
LOSS OF MEANING
LOSS OF CONTROL
LOSSES DURING TRANSITIONS

- Attachments
- Turf
- Structure
- Future
- Meaning
- Control
SORT YOUR LOSSES
REINFORCE CONNECTIONS
CONDUCT A REALITY CHECK

REALITY CHECK AHEAD
RECOGNIZE EMOTIONS
APPRECIATE WHAT WAS
FIVE STRATEGIES FOR ENDINGS

- Sort your losses
- Reinforce connections
- Conduct a reality check
- Recognize emotions
- Appreciate what was
THE NEUTRAL ZONE

- A period of time between the old and new situation
- Can be used to foster great creativity and problem solving
NEUTRAL ZONE EMOTIONS

- Impatient
- Hopeful
- Disconnected
- Lost
- Apathetic
- Doubtful
- Frustrated
- Cautious
- Creative
- Disoriented
- Confused
- Afraid
CREATE STRUCTURE
IMAGINE THE FUTURE
GET CREATIVE
<table>
<thead>
<tr>
<th></th>
<th>In Your Control</th>
<th>Not in Your Control</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Take Action</strong></td>
<td><em>Effective Energy</em></td>
<td><em>Spinning Your Wheels</em></td>
</tr>
<tr>
<td><strong>Wait and See</strong></td>
<td><em>Missed Opportunity</em></td>
<td><em>Letting Go</em></td>
</tr>
</tbody>
</table>
FOUR STRATEGIES FOR THE NEUTRAL ZONE

- Create structure
- Imagine the future
- Get creative
- Clarify your focus
NEW BEGINNINGS

Change Event

Endings → Neutral Zone → Beginnings
NEW BEGINNINGS

- Take place when someone has fully entered into the new reality.
- Marked by a sense of renewed energy.
NEW BEGINNINGS EMOTIONS

- Settled
- Excited
- Renewed
- Clear
- Confident
- Energetic
- Satisfied
- Enthusiastic
- Eager
- Completion
- Peaceful
- Closure
THREE STRATEGIES FOR NEW BEGINNINGS
DEVELOP NEW SKILLS
REFLECT ON THE PROCESS
REWARD YOURSELF!
THREE STRATEGIES FOR NEW BEGINNINGS

- Identify New Skills
- Reflect on the Process
- Reward Yourself!
TOOLS AND TECHNIQUES

- Transition Map
- Behavior Style
- Deep Change
There are four primary patterns, or styles, of behavior:

- Controller
- Persuader
- Stabilizer
- Analyzer

Each style has its own strengths, blindspots and needs.
Controller

Results
BEHAVIOR STYLE NEEDS

Controller

- To be in control
- Options
- To make decisions
- Action and results
BEHAVIOR STYLE FOCUS

Controller
- Results

Persuader
- People
BEHAVIOR STYLE NEEDS

Persuader

- To be liked
- Recognition and praise
- To work with others
- Incentives
BEHAVIOR STYLE FOCUS

Controller
- Results

Persuader
- People

Stabilizer
- Relationships
BEHAVIOR STYLE NEEDS

Stabilizer

- Security
- Guarantees
- Agreement
- Appreciation
Controller
- Results

Persuader
- People

Stabilizer
- Relationships

Analyzer
- Quality, Accuracy, Perfection
BEHAVIOR STYLE NEEDS

Analyzer

- To get it right
- Precision and accuracy
- Detailed explanations
- To know the rules
DEEP CHANGE

• At the core, managing change is not about technique or skills; it is about who you are.

• This type of approach to change requires a personal perspective.

• Adopting this perspective is usually very difficult because it requires an openness to deep change.
MANAGING CHANGE

1. Exercise

2. Use the strategies and tools to help manage your transition process

3. Be open to deep change
Questions?

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Thank you!