

Leading Agents of Change

A People First Approach:

Recognising that change is personal, to understand what motivates your people to navigate change, and how to support them through it.

inst=p



Introductions



Kartik Bhatt
Client Director



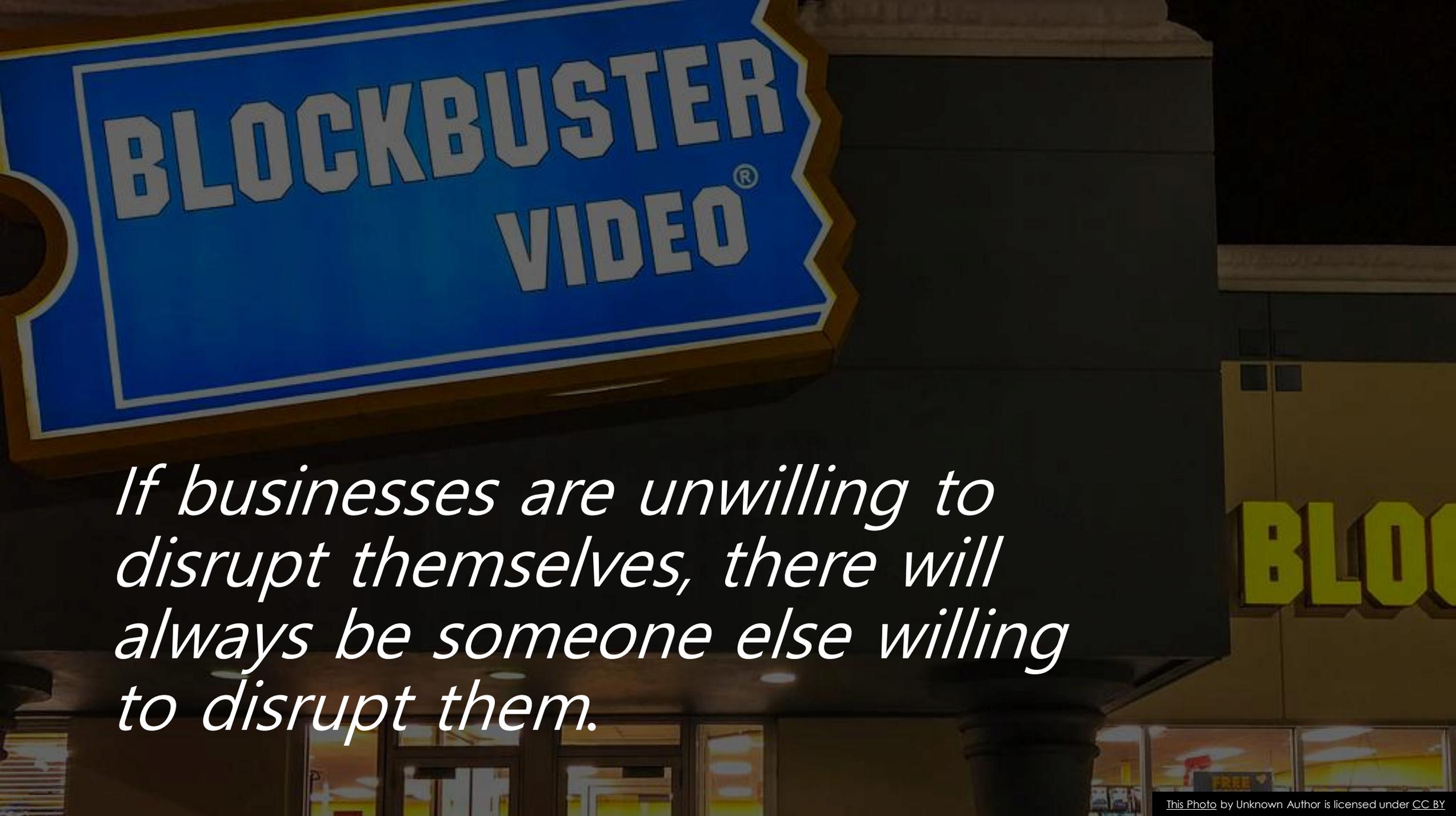
Dr. Alastair Jones
Leadership Development Coach



Opener

instep





BLOCKBUSTER
VIDEO®

If businesses are unwilling to disrupt themselves, there will always be someone else willing to disrupt them.

What

DIS



is the

RUP



next

TER?

VUCA World

Volatile
Uncertain
Complex
Ambiguous



Crossing The Rubicon



The Die Is Cast



Crossing The Rubicon



Which of the 5 most common types of business change in the UK have you experienced in the last 3 years?



POLL

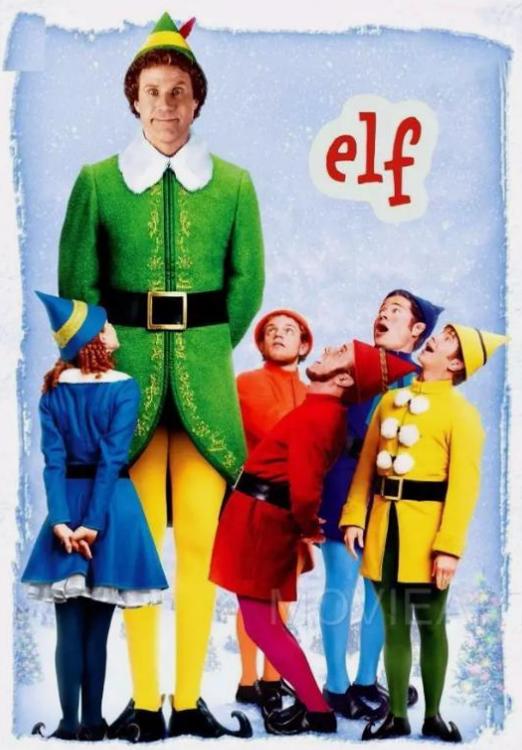
1. Structural (how the org is built)
2. Technological (tools and systems)
3. Cultural (people, values, behaviours)
4. Operational (day-to-day processes)
5. Strategic (direction and purpose)

How Do You Feel About Change?

During change people are asking:

- Do I still belong here?
- Is my work still valued?
- What does this mean for me, my team, my future?





People First Change

- Focus on Sustainability:
- Emphasis on Communication and Collaboration:
- Mitigating and Navigating Resistance



People's Reaction to Change

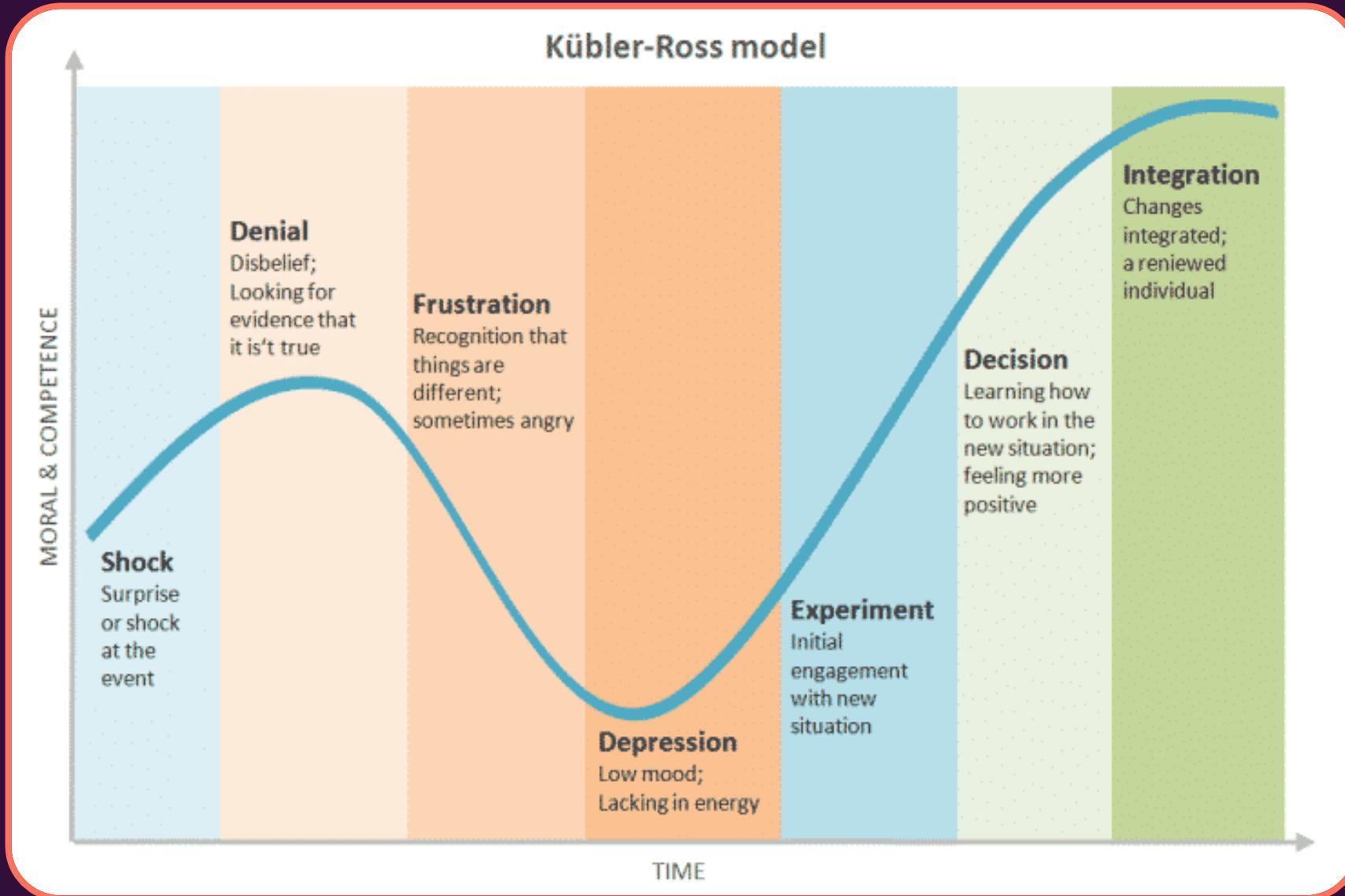
How do you FEEL about Change?

When a major shift or change occurs within an organisation, employees experience several types of loss, including the loss of:

- Security
- Competence
- Relationships
- Sense of Direction
- Territory



The Change Curve





Former YouTube CEO Susan Wojcicki once said

“Part of being successful here is being comfortable with not knowing what’s going to happen.”

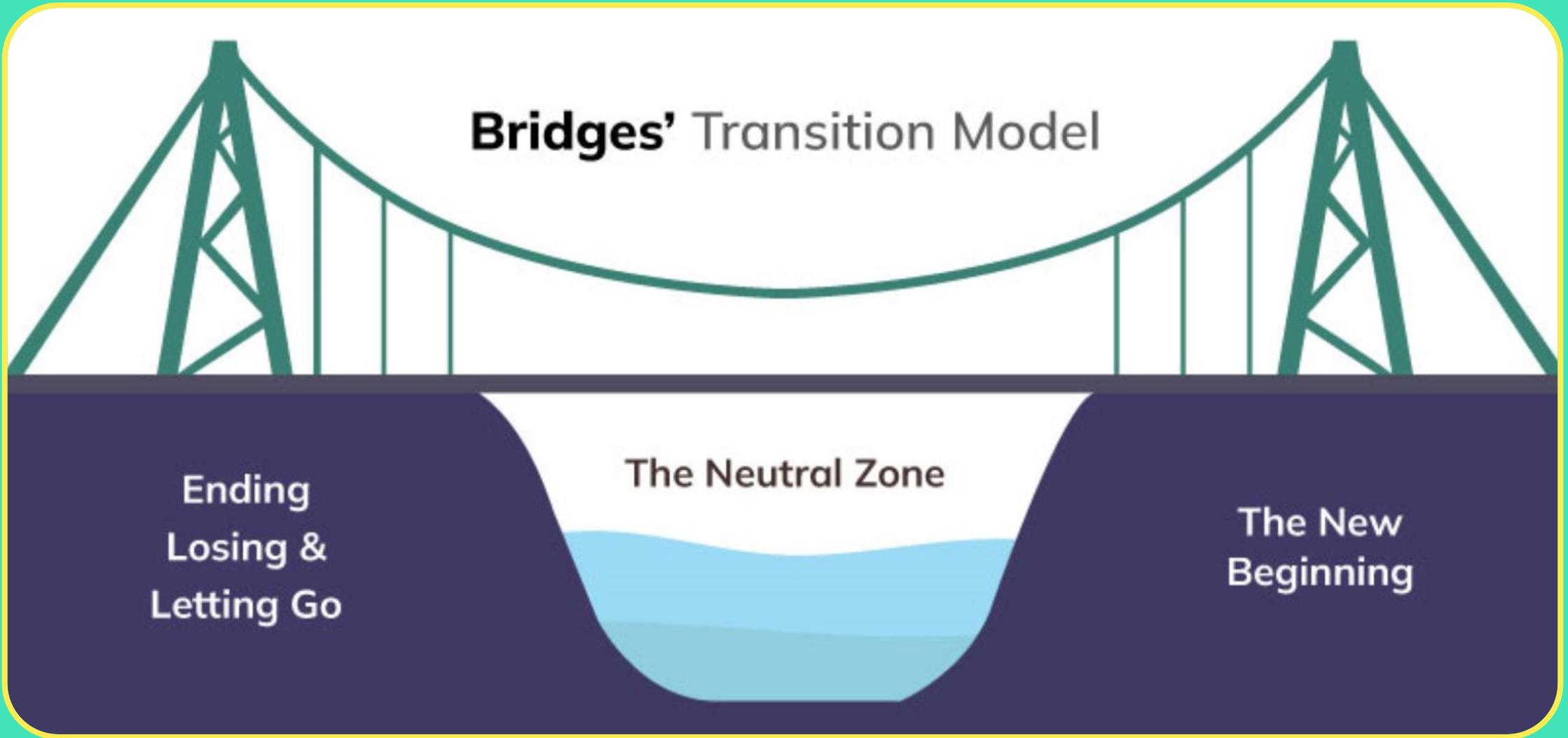
But comfort with uncertainty doesn’t come naturally. It takes leadership.

Bridges' Transition Model

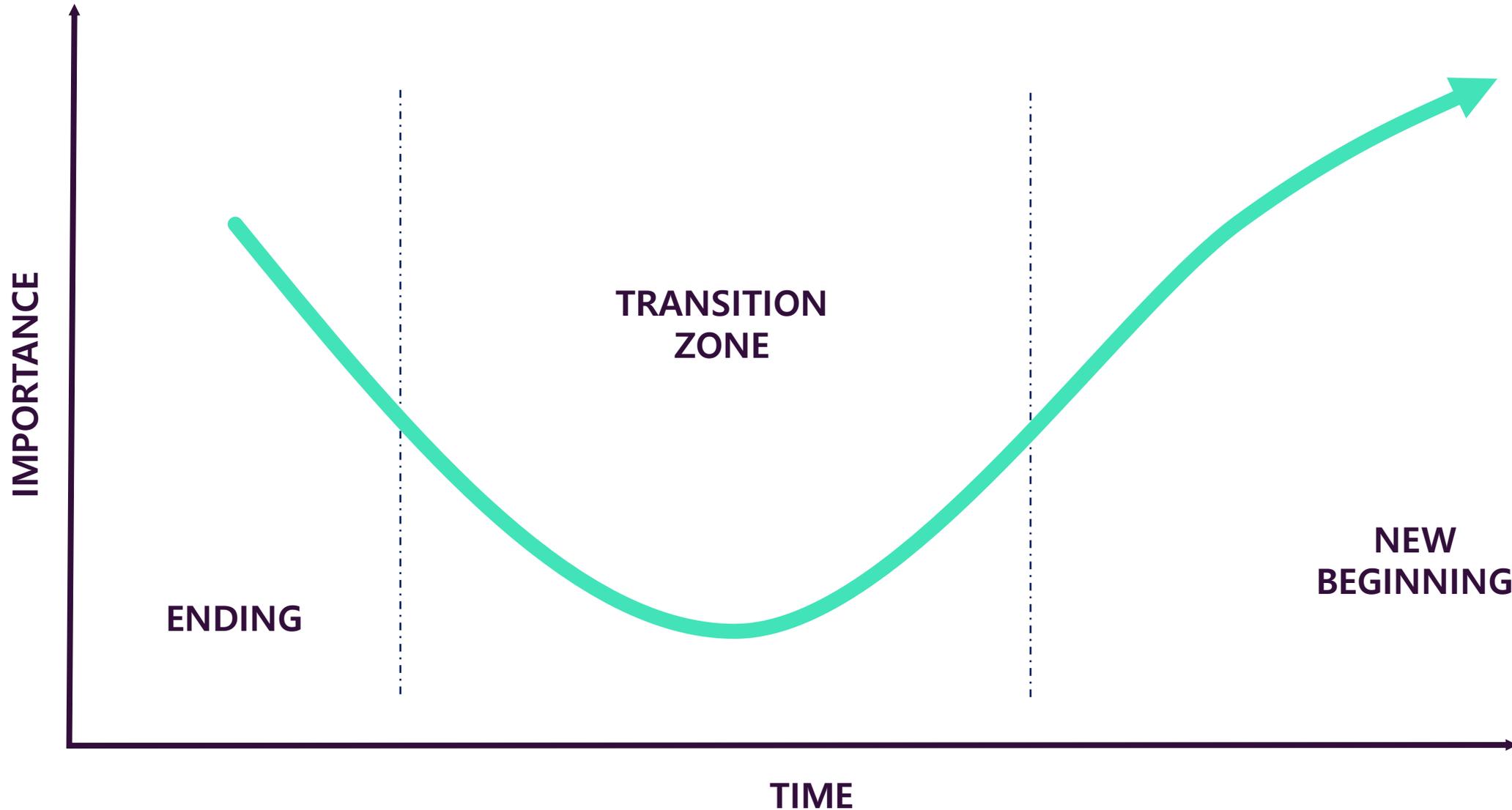
Ending
Losing &
Letting Go

The Neutral Zone

The New
Beginning

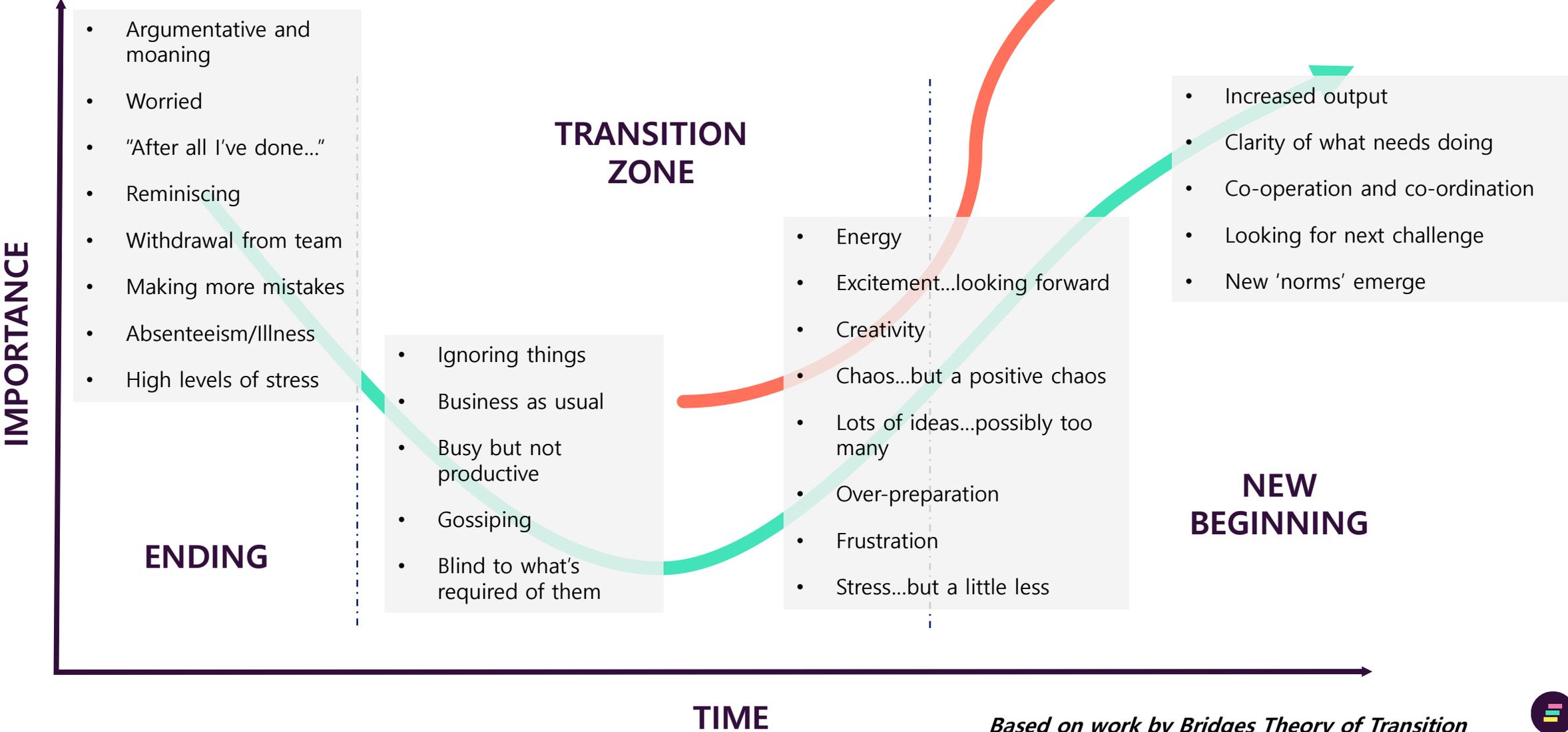


Bridge's Theory of Transition



Bridge's Theory of Transition

Observed Behaviours

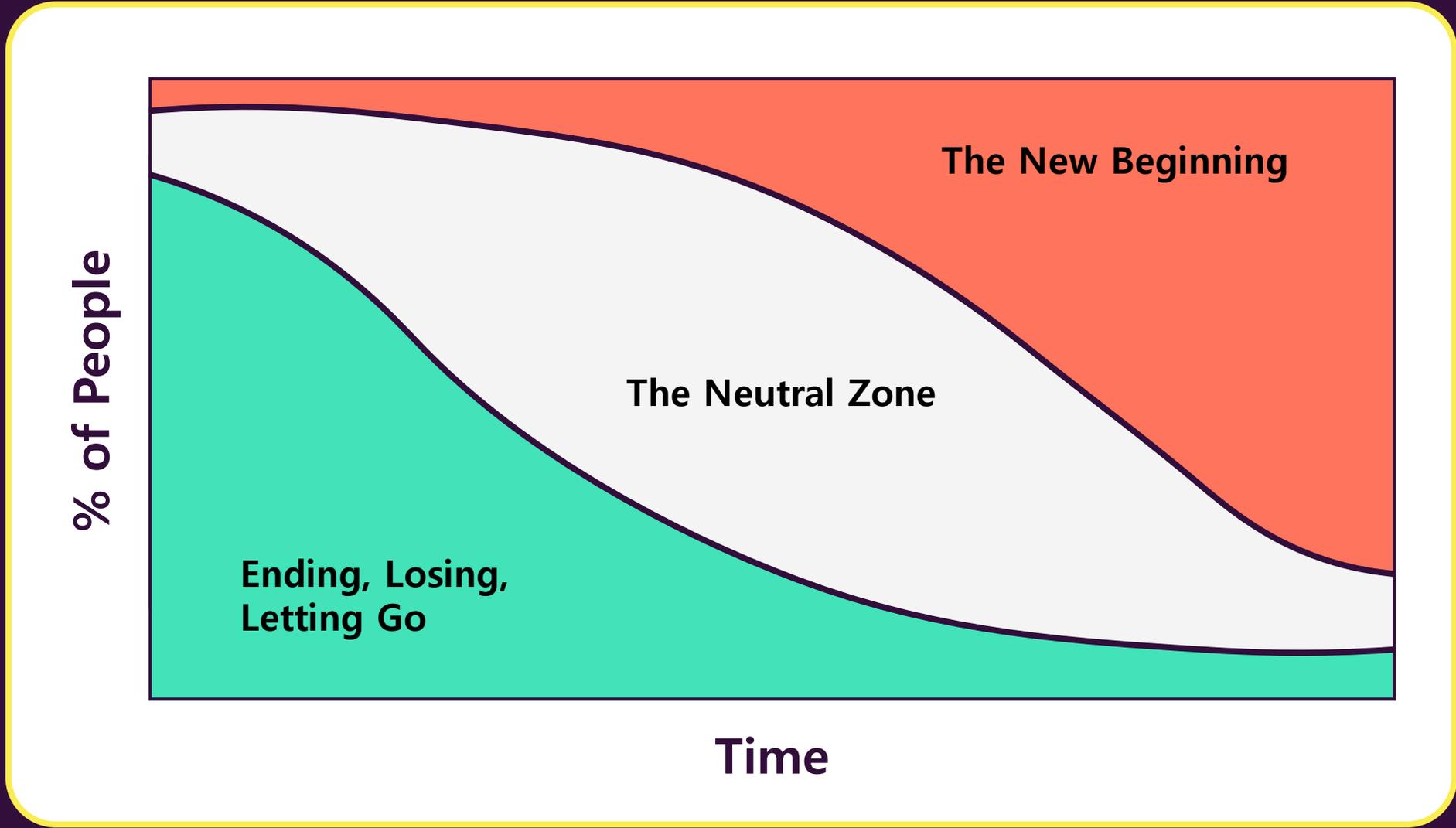


Based on work by Bridges Theory of Transition



Marathon waves...







Marathon waves...

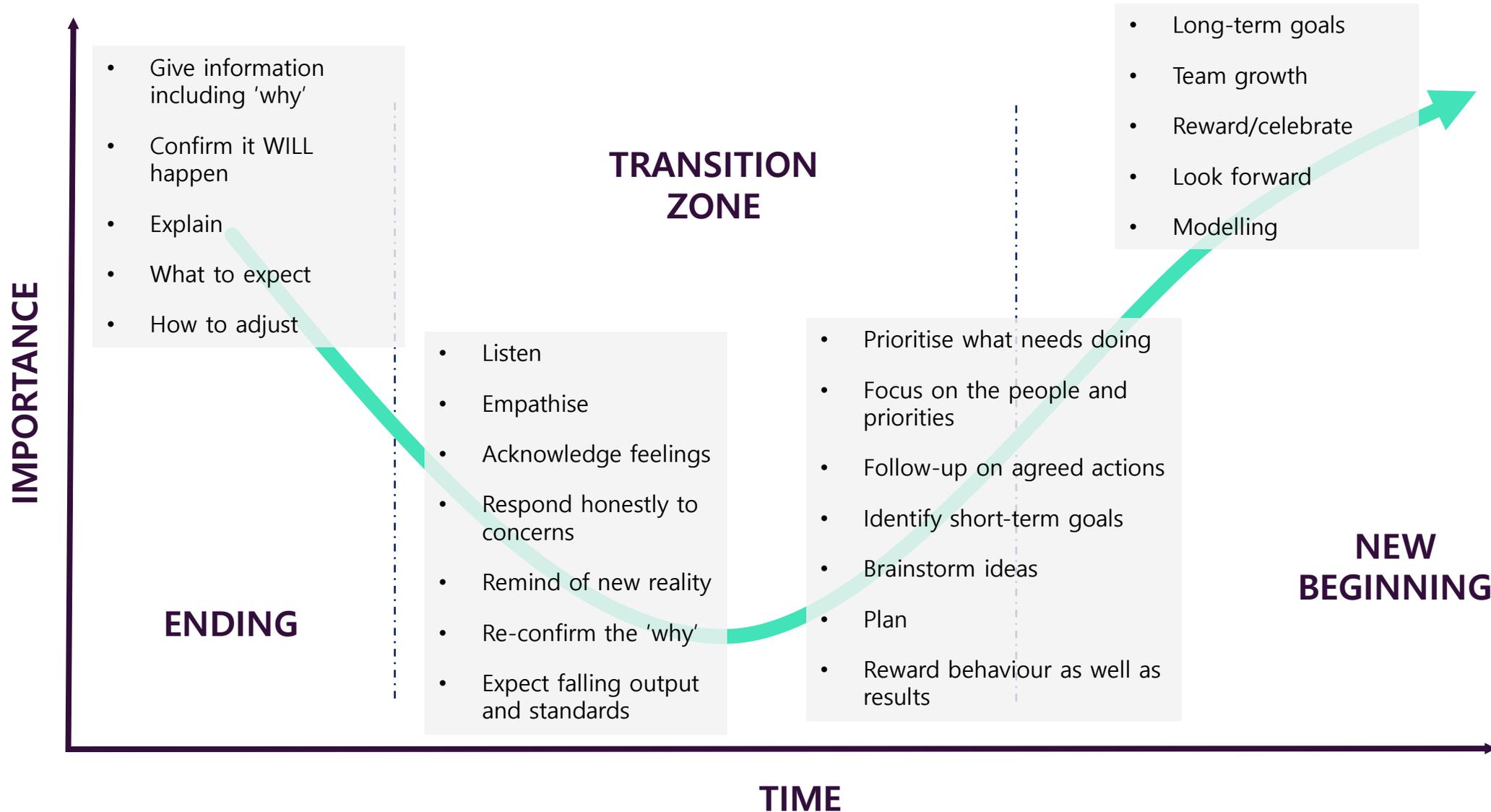
What can YOU DO to help your colleagues and yourself through the current changes?

The Marathon Effect



How can you adapt the way you support your team at different stages of the marathon?

Transition Model: Your Actions & Behaviours





The Guardian

London Marathon runner helps ex...



NBC News

London Marathon Runner Helps Exhausted ...



CNN

London Marathon racer stops to help ...



You can be a change agent. Supporting and helping others...and the business **THRIVE!!!**



YouTube

London Marathon runner helps struggling ...



The Mirror

London Marathon hero off...

Purpose

**4 Ps & 2Cs ...Behaviours
that support positive change**

Picture

Plan

Part (Role)



4 Ps & 2Cs + behaviours that support positive change



Care



Compassion



Communication

Your change behaviours

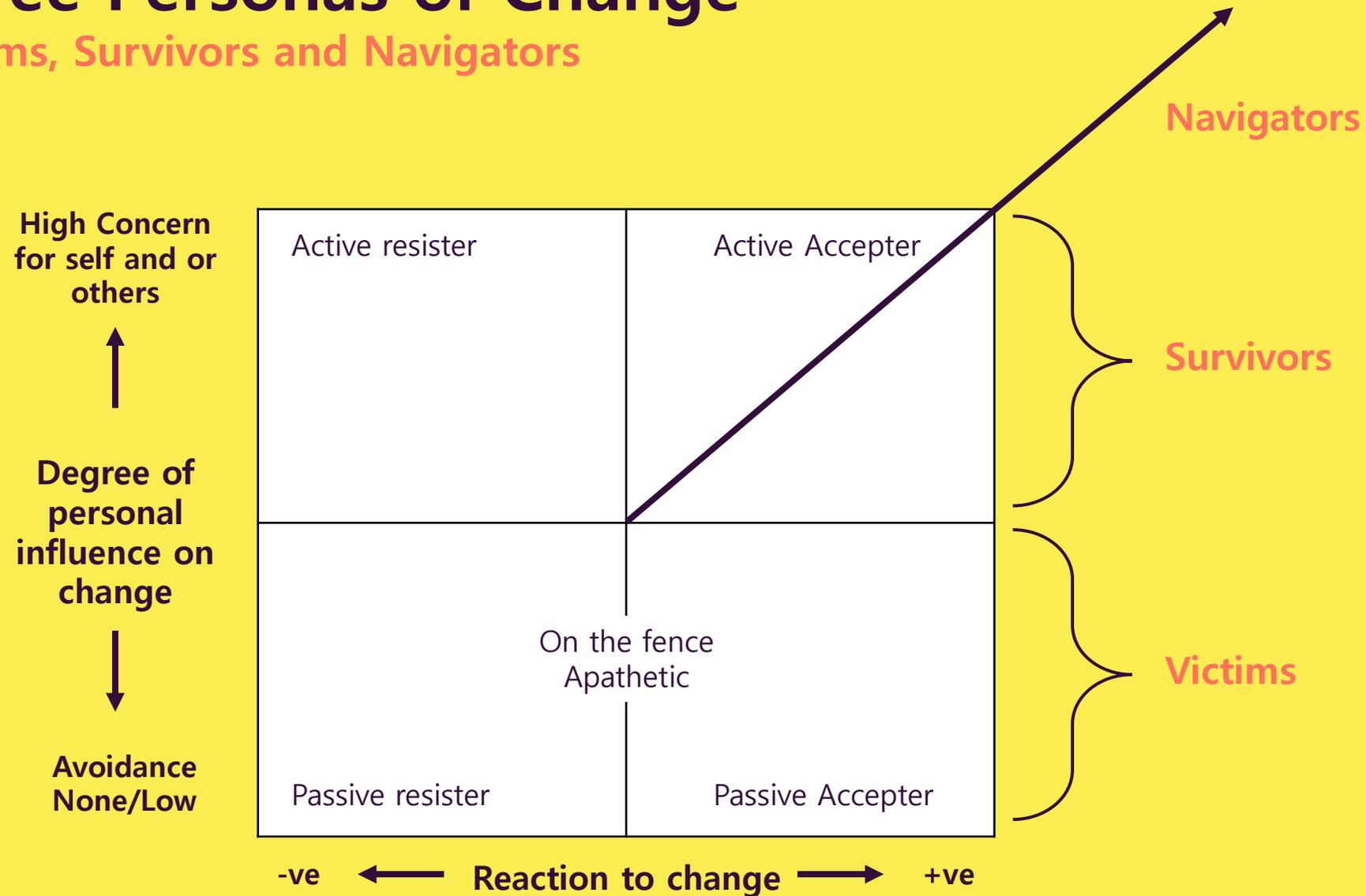
What do you need to do to ensure you have the 4 Ps and 2 Cs successfully communicated?

Use examples and situations you are currently navigating.

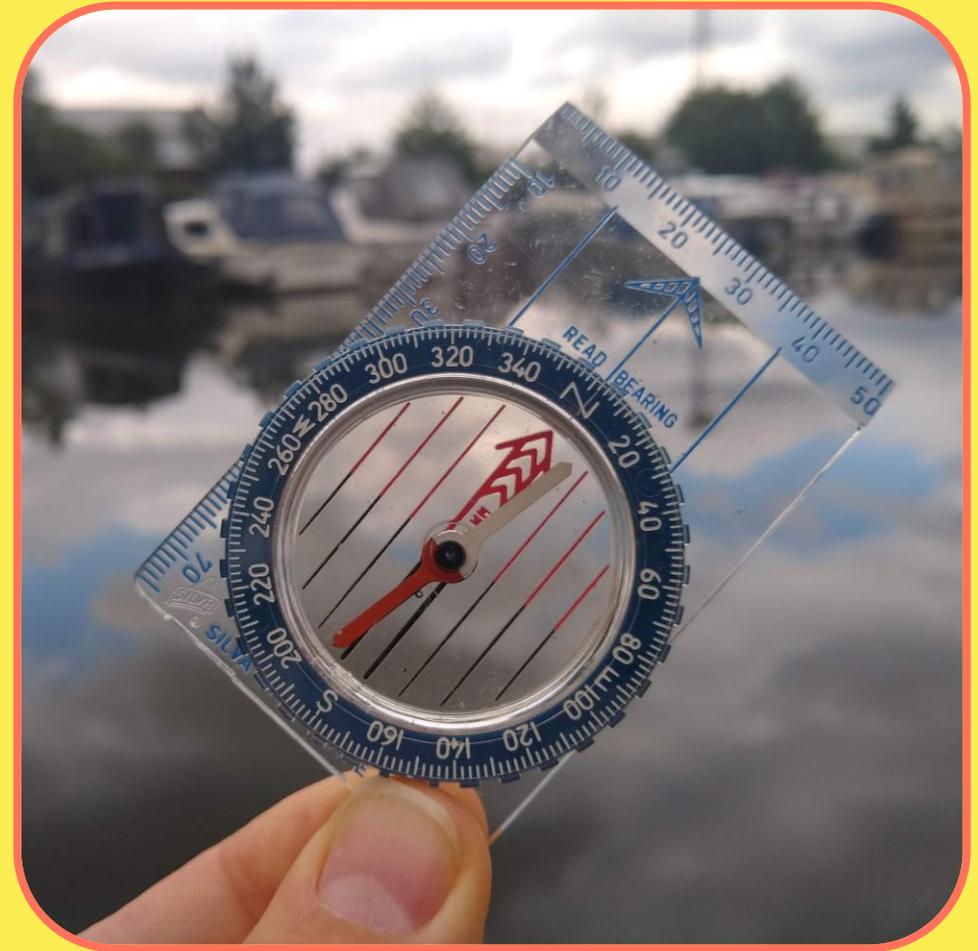


Three Personas of Change

Victims, Survivors and Navigators



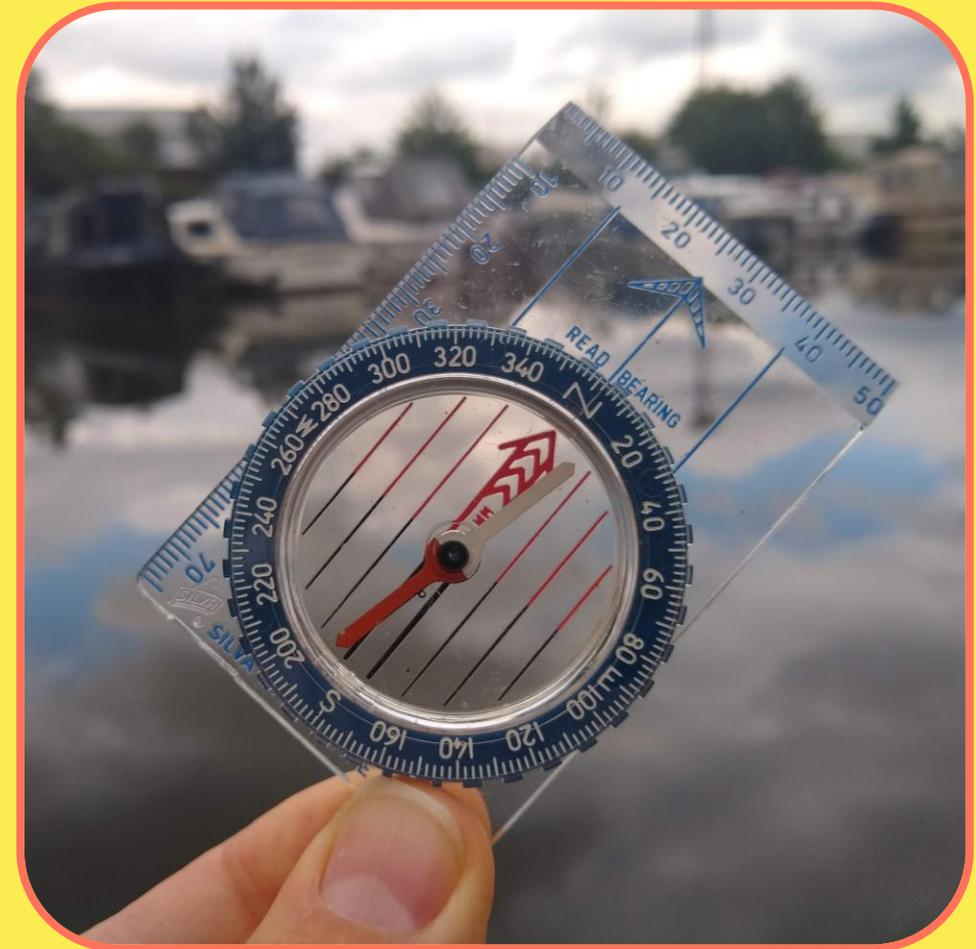
What Makes a Good Change Agent and Navigator?



POLL

What Behaviours are most important to YOU in Change Agents and Navigators?

- Visionary
- Empathetic
- Adaptable
- Trusted
- Empowering



**“Change done *to* people
creates resistance.
Change done *with* people
builds trust, energy and
momentum.”**

This person is difficult, so:

So I must...

Anticipate trouble: worry, be aggressive, fear, expect trouble, stamp on the first hint of it

React: be offended, shout, yell refuse to talk, be smart, score points, not lose status etc.,

Control: coerce, manipulate, threaten, demand.



This situation is difficult, so:

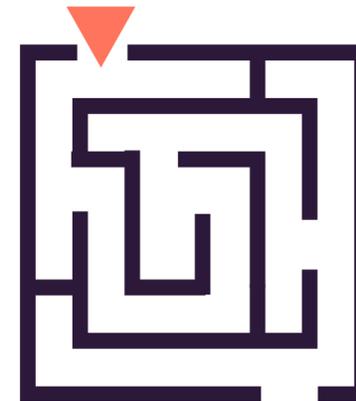
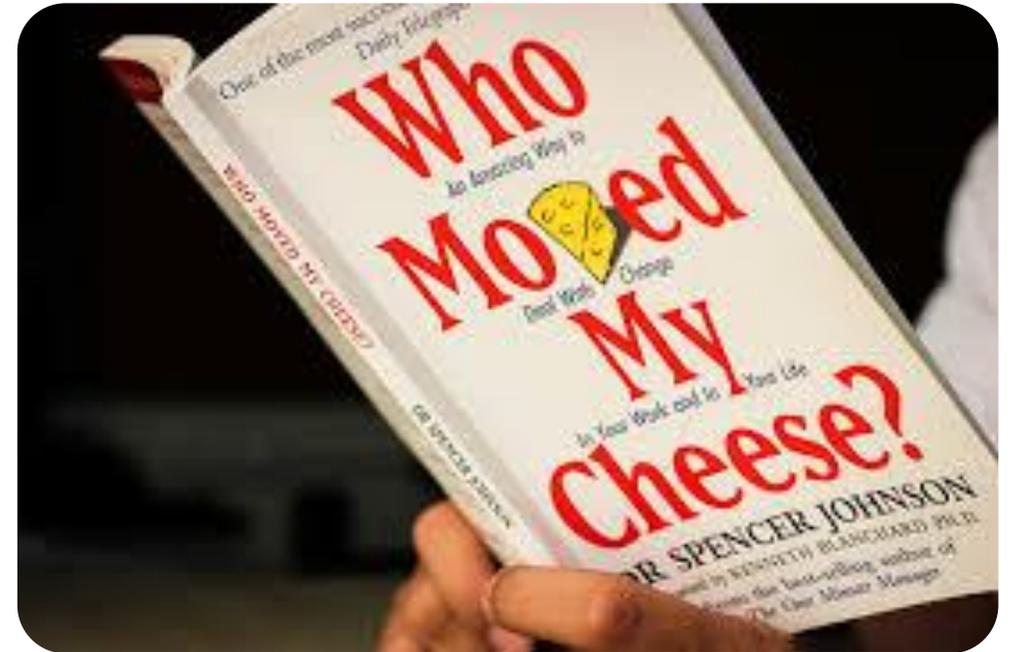
I must...

Share responsibility for it.

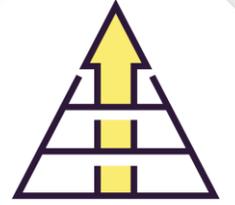
Take responsibility for defusing it, stay cool,
be helpful, offer alternatives,
diagnose the problems,
listen to what he/she says,
explain carefully,
show I'm trying to help,
...in short: Act professionally and assertively.



Who Moved My Cheese?



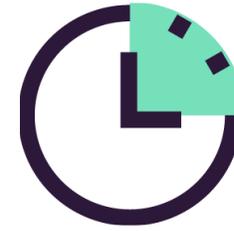
Personal Action Plan



**What are you
going to do as
a result of
today?**



**What
resources will
you need?**



**When will
you action
this?**



What Happens Next?

Post-webinar follow-up email sent to you today

Monday 22nd September – link to webinar recording and presentation deck sent to you

Business Change Excellence Insight Session

Tuesday October 7th at 12pm – 1pm.

Click [HERE](#) to register or scan the code:



Q&A



instep

instepuk.com



enquiries@instepuk.com

01925 980 490

St James Business Centre, Wilderspool Causeway,
Warrington, WA4 6PS

instepuk.com

instep

Why do we resist change?

- Desire not to lose something of value
- Misunderstanding of the change and its implications
- Belief that change does not make sense for the organisation
- Low tolerance for change



Leading the 'Stuck in the mud'

- What do you need to consider when leading change? For yourself, your team and the organisation?
- Who is 'stuck in the mud' in your team? Is it always the same people or does it depend upon the change and how it affects them? What are the signs in their behaviour?
- How do we unlock people's minds and open them up to being receptive to change? How will you overcome resistance and create motivation?



Five Strategies for Handling Resistance

1 Informing – communicating

2 Involving – consulting, encouraging participation

3 Supporting – providing development, support, facilitating, coaching

4 Negotiating – seeking agreement; talking and listening

5 Mandating – using power and influence to “make” people change

At what stage does Mandating become Manipulating which can create resentment?



Approaching Resistance Statements

Analyse and reflect on the example resistance statements:

Consider:

- ❖ What part of the change curve / Bridges Theory of Change are they in?
 - 1) Endings/Denial
 - 2) Transition/Neutral Zone
 - 3) New Beginnings?
- ❖ How would you approach their resistance as their leader?

