Embracing the Challenge of Change

Participant Guide

2014 Wisconsin State SHRM Conference

“If you don’t like something, change it. If you can’t change it, change your attitude.”

~ Maya Angelou

Tracy Butz
Owner
Think Impact Solutions

As a speaker, author & consultant, Tracy Butz engages individuals and organizations with actionable strategies, empowering them to live more productive, passionate and purposeful lives.
Program Overview
One of the most valuable job skills you can have in today’s world is knowing how to change. Some changes we can control, others we can influence, and some situations we simply can’t control. This program focuses on understanding the change process and learning key strategies to manage personal reactions, increase effectiveness individually and within your team, and learning how to move toward become a change agent in unstable times. Discover how to overcome resistance, build resilience and protect productivity for you, your team and your organization.

Learning Objectives
• Understand how a change can represent both a challenge and an opportunity for growth.
• Determine factors that impact your response to change and how you can better control your reactions.
• Assess your personal change effectiveness level and realize actions you can take to help move you through the process.
• Learn the three phases of change and how we can move from being stuck to maneuvering through the transition.
• Discover how to take accountability for dealing with change initiatives and how we influence the changes around us.
• Adopt new tools for managing the challenges of change related to communication, productivity and resistance.

Independent Activity:
Write down one change you are facing today and consider what makes it challenging.

Transition Curve

<table>
<thead>
<tr>
<th>Disruption</th>
<th>Denial</th>
<th>Resistance</th>
<th>Acceptance</th>
<th>Commitment</th>
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<tbody>
<tr>
<td>Transition</td>
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<tr>
<td>Rebuilding</td>
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Four Reactions to Change

1. Denial
   - The reality of the change hits.
   - People need information; to understand what is happening and how to get help.
   - _________________________ is critical—but provide in limited amounts at a time.

2. Resistance
   - Careful planning and preparation need to occur, understanding the impact and objections that may resonate.
   - The ______________________ to change is very personal and can be emotional. People may start to feel concern, anger, resentment or fear about the change, resisting it either actively or passively.
   - If resistance is poorly managed, crisis or chaos may occur.

3. Acceptance
   - The ______________________ point for individuals and organizations.
   - As acceptance grows, people explore what the change means.
   - Learning is a key aspect, which takes time and support, without too much pressure to perform at a high level of productivity.

4. Commitment
   - People ______________________ the changes; they start to become second nature.
   - The team and organization start to become productive and efficient, with the positive effects of change becoming apparent.
   - _________________________ is celebrated and success is shared.

“The pessimist sees difficulty in every opportunity. The optimist sees opportunity in every difficulty.”

~ Winston Churchill
Three Phases of Change

1. **Disruption Phase:** Letting go of the _____________________, old way
2. **Transition Phase:** Exploratory stage—learning a new way
3. **Rebuilding Phase:** Changing so that we get _____________________

Financial Impact for 10 Employees

- There are 22 work days in a month
- 22 days X 6 months = 132 work days
- 132 days X 3 hours of lost productivity = 396 lost hours in 6 months per employee
- $40,000 divided by 2 = $20,000 salary for 6 months
- $20,000 divided by 132 days divided by 8 hours/day = $18.94 per hourly rate
- 396 lost hours X $18.94 hourly rate = $7500 in 6 months for 1 employee
- $7500 X 10 employees = **$75,000 loss in 6 months**

Three Guarantees of Change

1. Change won’t go away; it will only go ________________.
2. No matter how well planned, change won’t be trouble-free.
3. Each of us is _____________________ for making change initiatives successful.

Positively Influencing Change
Noted below are effective ways change initiatives can be positively influenced or supported.

- Control your attitude
- Take ownership of changes
- Choose ________________ carefully
- Be tolerant of management mistakes
- Maintain sense of humor
- Don’t let strengths become weaknesses
- Manage stress
- Invest in the Future *(avoid redesigning past)*
Three Strategies for Managing Change Challenges

Strategy 1: Communicate Clearly

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Communication Barriers

*Directions*: Check those boxes below that represent communication barriers that exist or have existed in your change initiative.

- [ ] Rumors
- [ ] Truth keep changing
- [ ] New styles and new vocabularies emerging
- [ ] New and different __________________ routes
- [ ] Confusion over who to include
- [ ] Watered-down messages
- [ ] Skepticism and lack of ____________________
- [ ] Desire for more information and better answers
- [ ] Decreased willingness to commit to __________________
- [ ] More things need to be communicated
Embracing the Challenge of Change

Strategy 2: Maintain Productivity

- Setting a clear ________________ even though you know it may change tomorrow.
- Focus on short-range objectives.
- Outline critical priorities and keep them up-to-date.
- Encourage risk-taking and ________________.
- Create a supportive work environment and provide necessary training.
- Celebrate small ________________ along the way.
- Rebuild morale and help reduce job stress.
- Seek out issues so that they can be addressed.
- Control those things that are controllable.

Strategy 3: Manage Resistance

Support the change: 20%
Don’t decide either way: 50%
Resist the change: 30%

Strategies to Better Manage Resistance

- Be realistic with promises
- Be ________________
- Be non-defensive
- Check closely for errors
- Offer instructions carefully
- Challenge assumptions
- Be specific with expectations
- Establish short-term ________________
- Follow-up
- Listen, be supportive
- Increase communication
- Meet one-on-one more
- Expect some setbacks
- Encourage risk-taking
- Ask for ________________
- Involve others, ask for help
- Be visible
- Maintain control of emotions
- Motivate others
- Have a positive attitude
Embracing the Challenge of Change - *Self-Assessment*

*Instructions:* For each statement, circle the number that best describes you. Please rate the statements as you actually are, rather than how you think you should be. Add the circled numbers to obtain a total score and read the comment section below.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Not At All</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Often</th>
<th>Very Often</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  I receive good support from senior executives for changes I want to implement.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2  When I consider a change for my team, I work with other departments to discuss potential impacts before implementing.</td>
<td>1</td>
<td>2</td>
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<td>4</td>
<td>5</td>
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<td>3  I communicate successes throughout the organization, so that everyone understands the positive impact of a change initiative.</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
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<tr>
<td>4  Even though a change makes financial and operational sense, I consider other key variables before moving it forward (ie: resistance).</td>
<td>1</td>
<td>2</td>
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<td>5</td>
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<td>5  If the team is dissatisfied with how something is working or operating right now, change is more likely to be successful.</td>
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<td>6  I try to understand my organization's culture and values as important elements of a change initiative.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>7  When change is happening, I understand people won't be able to perform at 100 percent for a period of time.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>8  Once a change initiative is completed, I still monitor progress, address any issues, and celebrate successes so the positive momentum continues.</td>
<td>1</td>
<td>2</td>
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<tr>
<td>9  I consider things like the impact on people and organizational structure when planning a change initiative.</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
</tr>
<tr>
<td>10 If I think something must be changed, I talk with several key stakeholders to get their perspective before deciding to develop a comprehensive plan.</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
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<tr>
<td>11 To get backing and support, I talk with my team members about what is causing the need for change.</td>
<td>1</td>
<td>2</td>
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<td>5</td>
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<tr>
<td>12 I consider potential training needs before, during and after change initiatives to help provide the skills necessary to be successful.</td>
<td>1</td>
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<td>4</td>
<td>5</td>
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<tr>
<td>13 Even though key individuals are convinced that change is needed, I ensure the rest of the stakeholders and I reach consensus too.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>14 It’s harder to manage change effectively when the organization has previously managed change initiatives poorly.</td>
<td>1</td>
<td>2</td>
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<td>5</td>
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<tr>
<td>15 When implementing a change, I set achievable, short-term targets that, once accomplished, will continue to motivate people to support and move forward.</td>
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<td>2</td>
<td>3</td>
<td>4</td>
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**Score**

<table>
<thead>
<tr>
<th>Score</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>24-35</td>
<td>You tend to look at the end result and forget to focus on the immediate planning needs. To be successful with change, it is best to communicate and share the excitement of the end goal with your team to help obtain support.</td>
</tr>
<tr>
<td>36-47</td>
<td>You understand many of the elements required for change, but putting them into practice doesn’t always work as well as it could. Concentrate on developing a process that allows you to work on each of the elements of change.</td>
</tr>
<tr>
<td>48-60</td>
<td>You have a good understanding of how to make a change initiative successful, however if you focus more on the human aspect of it, you will obtain stronger buy-in, greater readiness and often times, a more effective outcome.</td>
</tr>
<tr>
<td>61-75</td>
<td>You have a comprehensive understanding of what makes change successful, and you have essential knowledge of managing, planning, and implementing change initiatives. Continue refining these skills for even greater success.</td>
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Speaker Biography

Tracy Butz is a devoted wife, an energetic mom of three adventurous young men, a successful consultant, a captivating author and a true inspiration to many. Whether it is for an audience of 7, 70 or 700+, she is the speaker of choice who inspires others to live more productive, passionate and purposeful lives.

As a highly sought-after speaker, Tracy has delivered powerful, life-changing messages, encouraging her audiences to identify what is most important to them and focusing their decisions in that direction, creating a positive difference in their work, families and communities. She is well known for her captivating and dynamic delivery, where audiences can be found sitting on the edge of their seats, laughing aloud and brushing away tears as she masterfully recounts each story, aligned with a key point, an impactful meaning, and an enduring message.

Tracy has 20 years of experience actively engaging both large- and small-size audiences, including clients such as the US Army, Motorola, and Subway Restaurants, just to name a few. Known for consistently earning stellar performance results-based accolades, her past experience as Director of Learning & Development allowed her the opportunity to become highly skilled in numerous areas including leadership development, handling difficult conversations, embracing change, employee engagement, interpersonal communication, and many others.

Beyond collaborating with and engaging audiences, Tracy is also the proud author of three books, all published since 2010. Her newest book, “Tame the Turbulence: Avoid Losing It. Fly Through It.” helps you to stop stress from spiraling out of control and better prevent, reduce and cope with stressors, allowing for a more balanced, productive and meaningful life. “Conscious Choices: 10 Powerful Strategies to Grab Control and Transform Your Life,” focuses on how to overcome obstacles, make better decisions, and view setbacks with a new perspective. Lastly, “The Perfect Pair of Jeans: Design Your Life to Fit You,” guides you to design and live your life aligned with your dreams and what matters most, rather than letting it happen to you by default.

Tracy loves life and is continually challenging herself to share her talents, message and inspiration with others. In fact, she recently launched Impact Central™, an on-line learning resource, with a wide array of business tools, best practices, templates, advice from experts, e-learning programs, personal coaching, and so much more—all designed to provide solutions to common workplace challenges, like retaining top talent, helping teams work more cohesively together, and enhancing employee productivity and performance. Information about this amazing tool, designed for leaders and supervisors, is available at http://www.impact-central.com or you can view a demonstration video at https://www.youtube.com/watch?v=DYW6DysvEik. Impact Central™ is an easy and economic way to help leaders quickly access valuable strategies to better allow them to solve workplace issues they face daily. Tracy delivers the tools for today’s world and is poised to provide solutions for your organization’s needs, too.