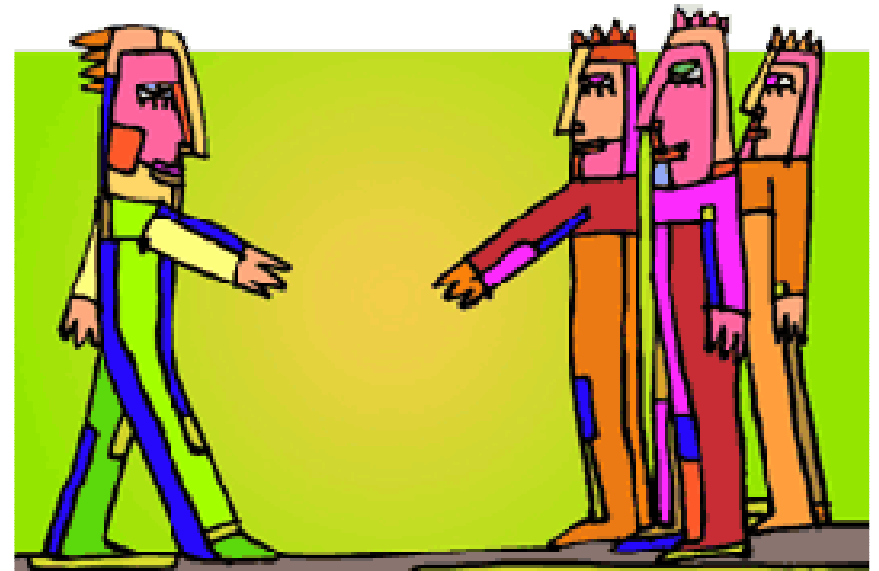


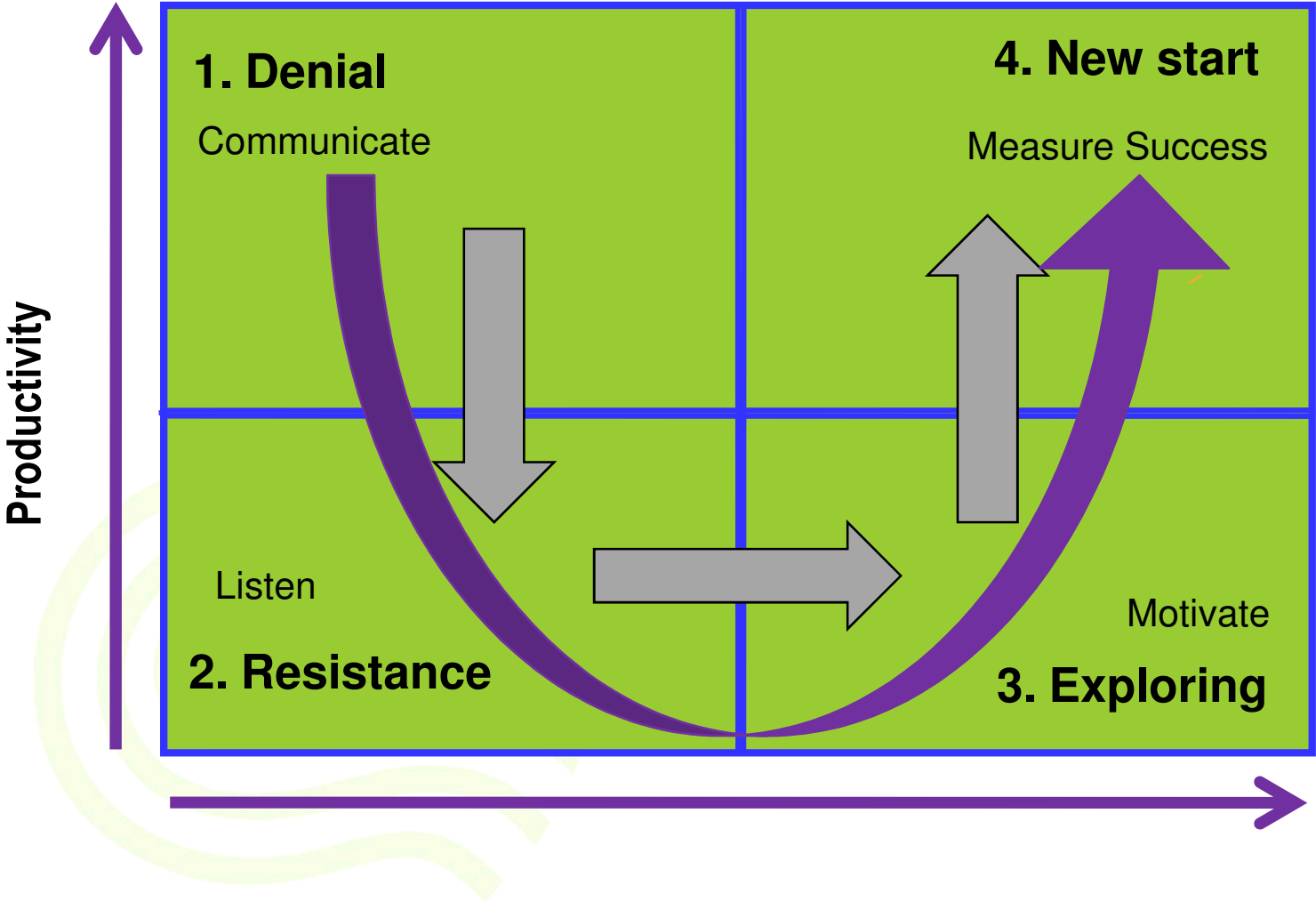
Looking after people in a change process



Agenda

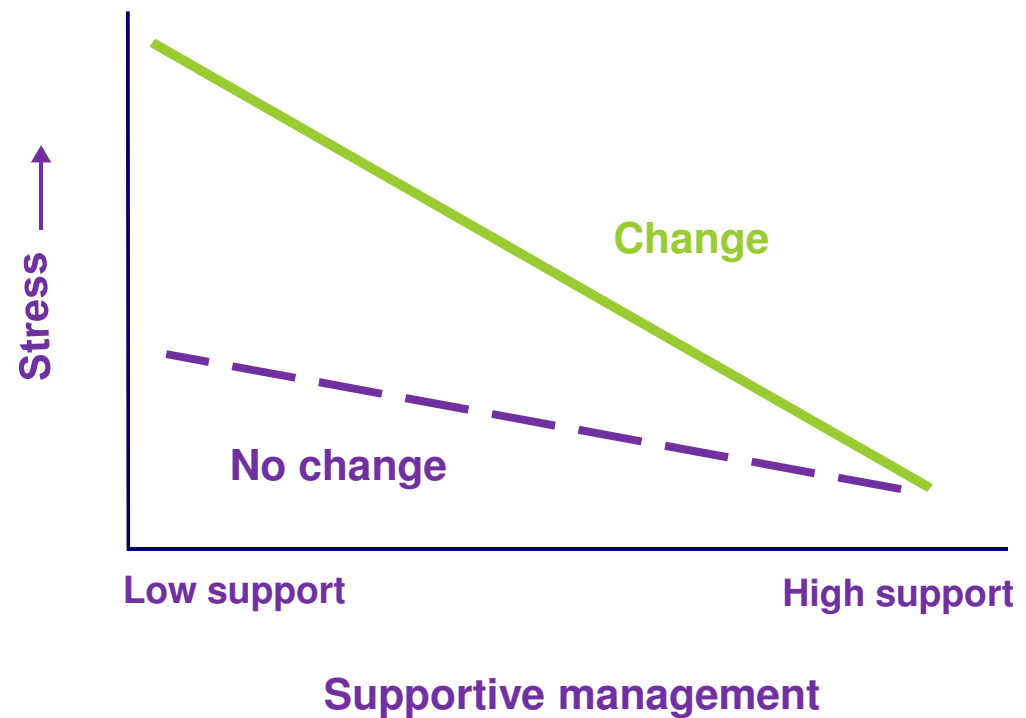
- How do you look after people in a change process?
 - Personality
 - The Transition Curve
- How do you lead your employees forward
 - Communicating
 - Listening
 - Motivating
 - Coaching
- How do you build resilience?

What can we do as a leader?



How can we lead others through change?

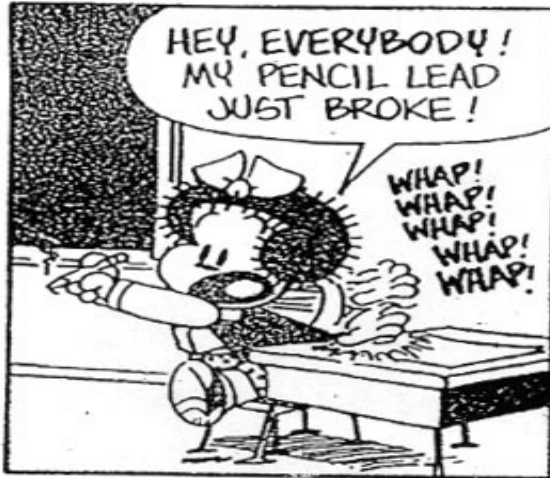
- The degree of control that we feel we have over the changes
- The clarity with which we understand our role and goals
- The additional workload created to



Personality and Change

Nancy®

by Jerry Scott



The various roles of the Leader

- The Communicator
 - To inform about changes, evolution and assistance
- The Listener
 - To care about feelings, worries and ideas
- The Motivator
 - To encourage to tackle problems in a proactive way
- The Coach
 - To coach to take effective actions and to reward results

Template for communication

- **Decision:** communicate the decision which has been made. Don't justify – just deliver the message
- **Reason:** explain why the decision was made or why the change is necessary
- **Result:** explain what you wish to achieve
- **How:** explain how you want to achieve your result
- **When:** explain when you want to achieve your result
- **Role:** explain the roles people will assume, how you are involving them
- **Support:** explain how they will be supported in their roles

Key DO's and DON'Ts for the Listener

- The Listener should
 - Paraphrase what (s)he heard
 - Ask for further clarification
 - Reflect back on what (s)he observes
 - Summarise key points
- NOT
 - Get defensive
 - Make assumptions, jump to conclusions
 - Interrupt others
 - Talk about own experiences and ideas
 - Start offering solutions right away

The Motivator is effective when (s)he

- Recognises employees who stay strong and flexible in times of change helping them to see the positive difference they make
- Asks employees what obstacles block their ability to commit or participate fully and work to remove the barriers and address the issues
- Takes into account the unrest this process brings about and allows people to vent their frustrations and concerns openly
- Prevents employees to think of doom scenarios and encourages people to see the bigger picture and put things in perspective
- Helps employees to clarify their values and personal goals
- Assists employees in finding mentors or experts that can support them

How can we coach others through change?

Lack of Awareness
"I didn't know I had to"

Lack of capability
"I can't"

Unwillingness
"I won't"

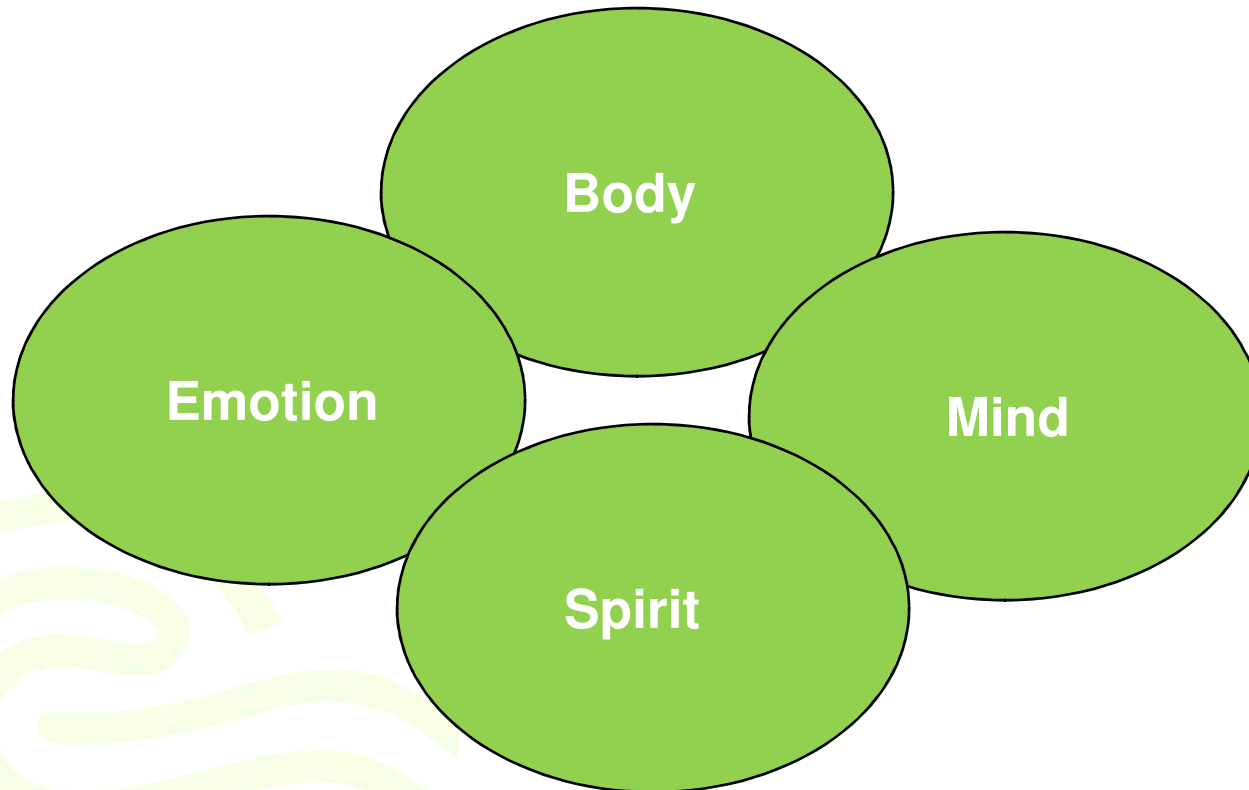
"I understand"

"I can"

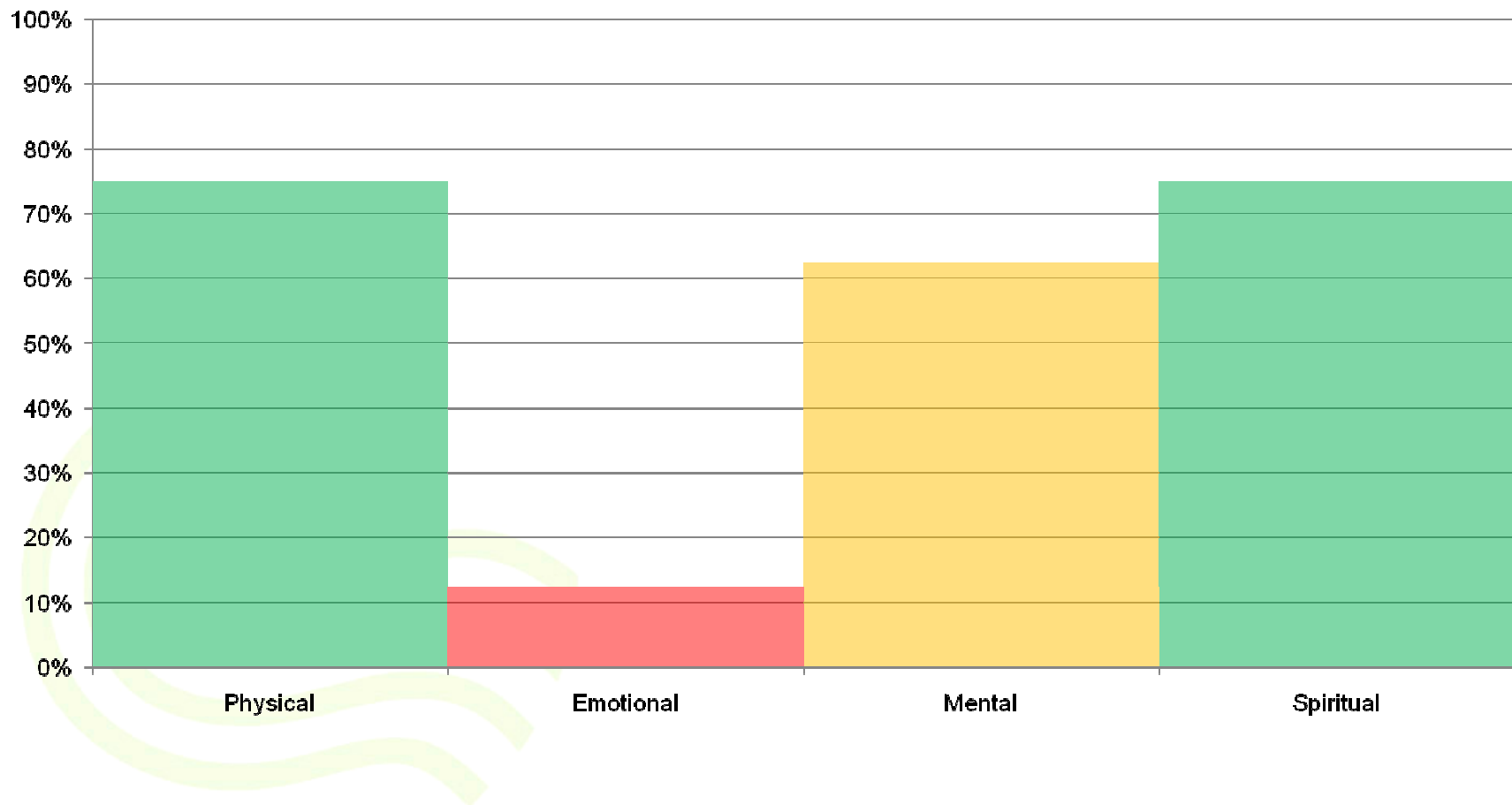
"I want to"



Building Resilience



Interpreting your profile



Physical Energy

Techniques

Manage Ultradian rhythms by taking brief but regular breaks, away from your desk, at 90- to 120-minute intervals throughout the day

Enhance your sleep by setting an earlier bedtime and reducing alcohol use

Reduce stress by engaging in cardiovascular activity at least three times a week and strength training at least once

Stabilise glucose levels by eating small meals and light snacks every three hours

Case Study

John Martin is MD of a US defence business and he was:

- significantly overweight
- ate poorly
- lacked a regular exercise routine
- worked long hours
- typically slept no more than 5 or 6 hours

Using the techniques, he:

- Lost 50 lbs
- Energy levels soared

“I used to schedule tough projects for the morning, when I knew that I would be more focused,” Martin says. “I don’t have to do that anymore because I find that I’m just as focused now at 5PM as I am at 8AM.”

Emotional Energy – Quality of Energy

Techniques

Defuse negative emotions—irritability, impatience, anxiety, insecurity—through deep abdominal breathing

Fuel positive emotions in yourself and others by regularly expressing appreciation to others in detailed, specific terms through notes, e-mails, calls, or conversations

Look at upsetting situations through new lenses.

Case Study

Nicolas Schilling is Communications Director for an international music label

He changed his negative feelings about his work.

He applied a technique for re-framing his thinking:

- How might the other person be viewing this?
- How will I view this in 6 months?
- What can I learn from this?

“I realised this (a recall of a product line) was an opportunity for me to build stronger relationships with journalists...and to increase our credibility by being straightforward and honest”

Mental Energy – Focus of Energy

Techniques	Case Study
<p>Reduce interruptions by performing high concentration tasks away from phones and e-mail</p> <p>Respond to voice mails and e-mails at designated times during the day</p> <p>Every night, identify the most important challenge for the next day. Then make it your first priority when you arrive at work in the morning</p>	<p>Steve Holmes is an FD, married with four young children</p> <p>When we met him, he used to answer e-mail constantly throughout the day - whenever he heard a “ping.” Then he created a ritual of checking his e-mail just twice a day - at 10:15AM and 2:30PM</p> <p>He discovered he could clear his in-box each time he opened it - the reward of fully focusing his attention on e-mail for 45 minutes at a time</p>

Spiritual Energy – Meaning & Purpose

Techniques

Identify your “sweet spot” activities - those that give you feelings of effectiveness, effortless absorption, and fulfillment. Find ways to do more of these. One executive who hated doing sales reports delegated them to someone who loved that activity

Allocate time and energy to what you consider most important. For example, spend the last 20 minutes of your evening commute relaxing, so you can connect with your family once you're home

Live your core values. For instance, if consideration is important to you but you're perpetually late for meetings, practice intentionally showing up five minutes early for meetings

Case Study

Jonathan Gray is a senior manager in exploration and production

He took time to reflect on what was most important to him and allocated time to these things

“What do you want to be remembered for?”

“You don't want to be remembered as the crazy leader who worked these long hours and had his people be miserable.”