Keepmoat Homes

Leading Change – Adding Value

Module 1: YOU

Learner Guide

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Introduction & Module Objectives

Welcome to the first module in the "Leading Change- Adding Value" programme. This module is based on YOU and the skills you will need in order to work effectively through a change programme as well as equipping you with the ability lead others through programmes of this nature.

The programme has been designed to focus on 3 core areas:

- People
- Outputs
- High Performance

People

Our people are essential to what we deliver as a business. The aim of this programme is to enable you to develop higher levels of capability in relation to working through change allowing you and the business to achieve greater results and increased performance standards.

Outputs

The key outputs for the programme are to reduce waste, avoid and reduce costs whilst increasing the levels of consistency we see across functions and regions.

High Performance

We want to ensure that all of our people are able to deliver high performance in their roles. The quality improvements that we will be encouraging as part of the programme will enable individuals to focus on our key business priorities and deliver the right levels of results.

In this module, you will be focusing on the following key learning objectives:

- Preparing yourself for change events and considering the personal impact to allow you to lead more effectively
- Identifying the need for change and recognising the different elements YOU are responsible for in order to engage effectively with teams
- Recognising the need for a positive mindset and how to focus on solutions rather than problems
- Utilising root cause analysis to drive sustained change activity and incremental performance improvements both personally and for the wider business
- Listening to and responding to teams and tailoring communication to maintain engagement

Before starting the session, use the space below to capture your own key learning aims from this module.

How Do You Approach Change?

Change can often be an event that can leave us feeling like “it is being done to me” rather than something that we are actively engaged in. However, as a individual that has a pivotal role to play in the delivery of change initiatives across the business, it is vital that you take steps to ensure that you are ready for the change activity as soon as it begins.

Before we start to look at some of the models and processes that you can use, take a moment to reflect on:

How you prepare for change?

What motivates you to succeed through change events?

Taking the time to identify what can help to prepare yourself and motivate you through a change event can help with the wider activities that you will be undertaking as part of the process. Creating this level of self-awareness can help us to plan and map out the activities we may need others to focus on in order for us to deliver successfully against the aims of the projects that we are working through.

There will be a number of large scale changes taking place across the business in the coming months and years and it is vital that we focus on our own resilience and ability to manage these if we are to effectively lead others.

Identifying the Need

Before we start moving through any programme of change, we need to answer the following questions first:

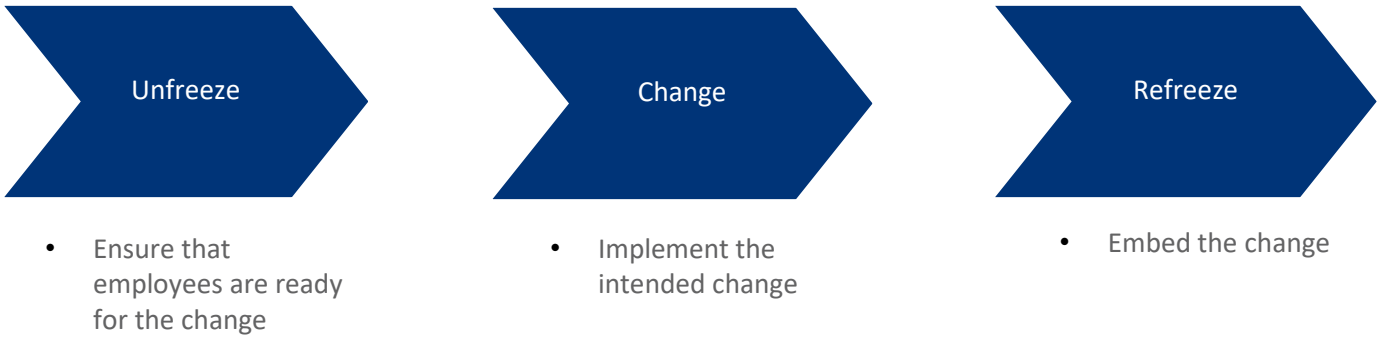
1. How do we identify the need for change?
2. Why is it so important?
3. What should we do to lead?

The answers to these questions help us to **PREPARE - MOVE – IMPACT.**

Kurt Lewin developed the change model shown below in the 1940s. It demonstrates a 3 step process of change that comprises of the following elements:

- Unfreeze
- Change
- Refreeze

The model has been shown below for you.



When initially discussing the model, Lewin use the analogy of transforming an ice cube into an ice cone.

Stage 1 Unfreeze: You need to make the ice cube amenable to change

Stage 2 Change: Mould the ice water in the shape you want it to take

Stage 3 Refreeze: Freeze the new ice shape

As an individual that leads or influences change initiatives across the business, it can be important to think about how you apply this model to yourself when preparing for change. To do this, think about the following for each of the stages shown.

Stage 1: What do you need to do in order to be ready for the change? What demands could be made of you that you will need to be ready to deliver against?

Stage 2: Consider each stage of the journey carefully. What are the physical actions that you will take in order to drive change in the right direction?

Stage 3: What can you do to ensure that you consistently apply new working practices or remain focused on utilising new tools available to you following the change programme?

Use the space provided on the next page to answer these questions for yourself.

Change and the Leader & Manager's Responsibility

Whenever we are leading or working on change programmes, it can sometimes feel as though we are responsible for everything from the physical activities being undertaken to the emotions felt by team members.

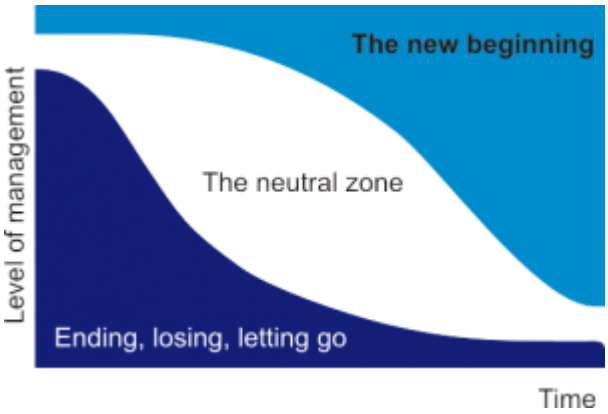
Everyone will respond differently to change. It is our responsibility to provide support in the best way possible. One of the best ways we can do is to recognise a key definition between "Change" and "Transition".

William Bridges proposed a model for this process and identified that change and transition are not the same thing. In the model, he defined these as shown below.

Change: Happens to someone

Transition: The process that people go through as they adapt to change

The model demonstrates 3 distinct stages as shown in the image here.



STAGE 1: Ending, losing and letting go

STAGE 2: The neutral zone

STAGE 3: New beginnings

It is important to remember that as individuals, we will each progress through these 3 stages at different rates. Those who can adapt to change quickly will soon embrace the new beginnings available whilst others may find themselves "stuck" in stages 1 and 2 for longer periods of time.

So, what can you expect to see through each of the stages?

Stage 1: Ending, losing and letting go

When individuals are first presented with change, this is the stage that they will find themselves working through as they are faced with the challenge of letting go of a way of working that they are comfortable with. Some of the emotional responses that we can expect to see include:

- Fear
- Denial
- Anger
- Sadness
- Disorientation
- Frustration
- Uncertainty

People need to be able to accept that something is changing or ending before they can start to accept new ways of working. If we do not acknowledge these emotional responses, then we are likely to encounter resistance to the changes we are trying to implement. Therefore, our role as a leader or driver of change is to ensure that we take the time to acknowledge and assist individuals with these emotions.

Stage 2: The neutral zone

This stage represents the potential confusion and uncertainty that people experience when they are working through the transition process. There are potential challenges for individuals to face throughout this stage which

may include increased pressures or workloads as individuals adapt to new processes. Additionally, you may find that members of your teams who have been working well or high performing in the past may start to demonstrate a lack of skill or experience as they adapt.

Throughout this stage of the process, individuals may experience:

- Resentment towards the change activity
- Low morale and low productivity
- Anxiety about their role, position or status
- Scepticism about the whole change initiative

Despite this, we can find through this stage that there are periods of increased creativity as individuals identify new ways of working.

When guiding individuals through this stage, the potential exists for periods of time to seem unproductive or progress to be slow. Individuals may benefit from a strong sense of direction and it becomes more important to remind them of team and business goals and to illustrate the value that they are adding to the business.

Stage 3: New Beginnings

During the final stages of the process, individuals will start to demonstrate more energy in their role as they embrace the change initiative. You will see evidence of new skills being created and development taking place across teams. Through this stage you are likely to see the following:

- High energy
- Openness to learning
- Renewed commitment to the group or their role

Working through this stage we need to ensure that we are helping individuals to sustain their increased performance levels. Utilising objectives, communication and feedback can really help to maintain performance.

Throughout this process, we need to remember that it is not possible to FORCE people through to the final stage. We need to adapt our style to ensure that we are supporting people in the most appropriate way.

Capture any notes you wish in relation to this section in the space provided below.

Solutions Focused Approach

In addition to identifying the root cause of an issue, it is important to focus on what we want the solution to be. Too often, when faced with a problem, we can become stuck in a loop of considering the issue, the knock-on effects and the other negatives associated with it.

When using a “solutions focused” approach, we can start to challenge ourselves to view the situation differently. Instead of just looking at the problem, you are now also looking for what you want the ideal outcome to be.

After watching the video, take a moment to work through the following questions:

1. What work related problem(s) are you facing at the moment?

2. How could focusing on the solution drive an improved result?

Start to challenge yourself to think about the positive solution that you want to create and how this change in your mindset could deliver an improved result.

Use the space provided below to capture your thoughts.

Get Curious: 5 Whys

Do you remember what it was like to be a child?

Do you remember what it was like to be exceptionally inquisitive about everything?

Do you remember constantly asking “why” whenever you give a reasonable answer?

If you can remember, or at least can associate with what it’s like to be asked “why” constantly, then this model, designed to help you complete root cause analysis, might just be the one that you’re looking for. The 5 Whys model just encourages you to keep asking “why” until you reach the root cause of a problem. The example from the workshop today has been added here for you.

Problem: Speeding ticket on the way to work

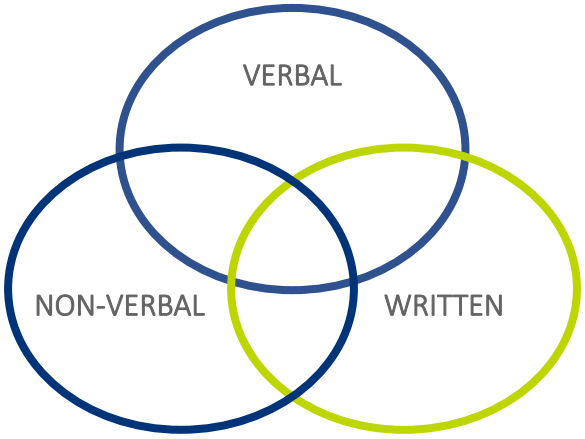
What could have been the real problem – was it actually the speed camera?

Use the space provided below to capture what the impact of using this tool could be to:

- Productivity
- Success Rates / Levels
- Personal Resilience
- Motivation & Engagement

What challenges are you facing at the moment? How could this approach to root cause analysis help you to drive improvement? Capture your notes in the space provided below.

Communication & Adaptive Communication



The diagram on the left shows the different component parts that make up our communication with others.

When we get these elements right, it is possible to ensure that we are communicating effectively with others.

When we do get communication right, what are the benefits to:

You as an individual

You as a manager

The team

The business

Whenever we are working through a change programme, we need to ensure that we are focused on using the skill of "adaptive communication". This can be defined as:

"..switching between different communication styles based on contextual demands, drawing on a broad range of approaches to broaden and deepen your influence on others."

Put simply, this means that when we use adaptive communication, we are being mindful of who we are communicating with, their preferred style and the context of the conversation.

We need to consider the mindset of others to ensure that our message has the required level of impact, is understood fully and acted upon in the way we intend. Have a look at the images on the following page and consider how you should communicate with each.

Ideas Focused

Planning Focused

Strategy Focused

Success Focused

When we adapt our communication to these different individual mindsets, we are able to create a significantly improved outcome via matching the communication approach to the needs of the individual.

Action Planning

Ensure that you map out actions that you can dedicate time to practicing the skills and techniques used throughout today's session. Use the template provided here to assist you.

What are you going to do?	
Which of the techniques will you use?	
What support will you need?	
What results do you expect to see?	
What timescales are you working towards?	

Further Support

As part of the “Leading Change – Adding Value” programme, a wide variety of support tools have been available for you. There will be a further 2 training modules as part of the overall programme alongside eLearning resources, online tools and coaching sessions. Have a look at the details below for more information.

Module 2: TEAM

The focus of this module is based on understanding how leaders and those responsible for driving change can motivate and engage with others more effectively to deliver a positive result.

Module 3: RESULTS

The “Results” module will be focused on the outputs that learners have achieved through their action learning activities as part of the wider programme. These activities will be put in place to allow learners to practice their new skills and abilities and to deliver real world impact across the business.

Coaching & Mentoring

Coaching sessions will be offered on a 121 basis. Keepmoat Homes will also leverage its own internal Mentoring process to ensure that you are fully supported as you work through the programme.

eLearning

A variety of eLearning modules will be available for you throughout the programme covering areas such as:

- Personal Resilience & Motivation
- Accountability
- Emotional Intelligence

Online Resources

To aid you with your personal development, a resources section has been set up on the Hub containing links to resources such as videos, development guides and blogs. Click here to access these resources.