Change Management Workshop

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Objectives

- Defining change within your role/environment at Engie
- Understanding the psychology of change
- Going through the change engagement process
- Be able to involve and support others through the change process
- See change through various perceptions using Insights Discovery
- Identify potential change requirements within your role/environment at Engie

Change Definition

'the coordination of a structured period of transition from situation A to situation B in order to achieve lasting change within an organisation'.

Defining change within your role/environment at Engie

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Change inventory exercise

Think about a change you have experienced

- How did you feel about the change?
- Over time how did your feelings & thoughts alter?
- How do you feel / think about the change now?
- What changes did you personally need to make?
- What support did you receive or ask for during the change?
- What do you consider to be the most challenging aspect of change management?

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TYPES OF CHANGE

- Transformational
- Transitional
- Developmental

Reacting vs Creating

Reacting

(Instinctive – ‘no choice’)

↓

Creating

(Thoughtful – a ‘proactive choice’)

Awareness creates choice

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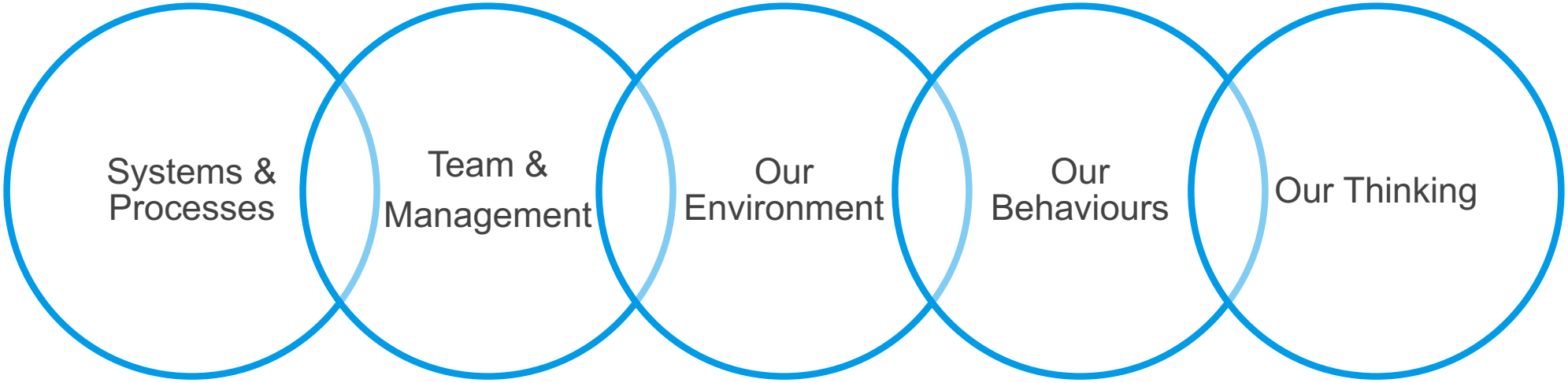
WHAT DO WE CHANGE



What’s changing in your world?

Macro-economic factors

- Global financial conditions
- Shifting demographics

Micro-economic factors

- Changing customer expectations
- New targets/budgets

Local and personal factors

- Movement of staff and working practices

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Understanding the psychology of change

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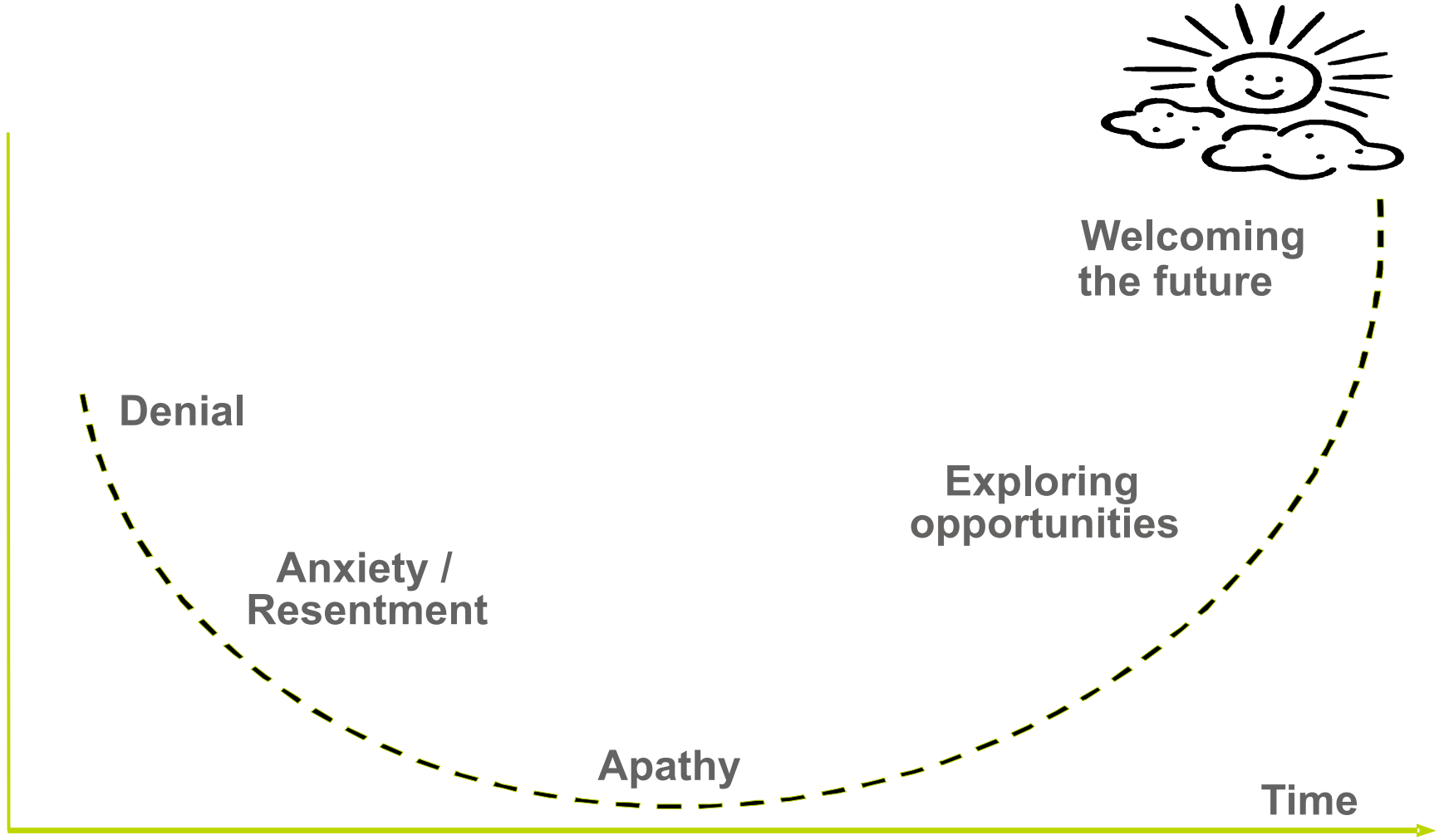
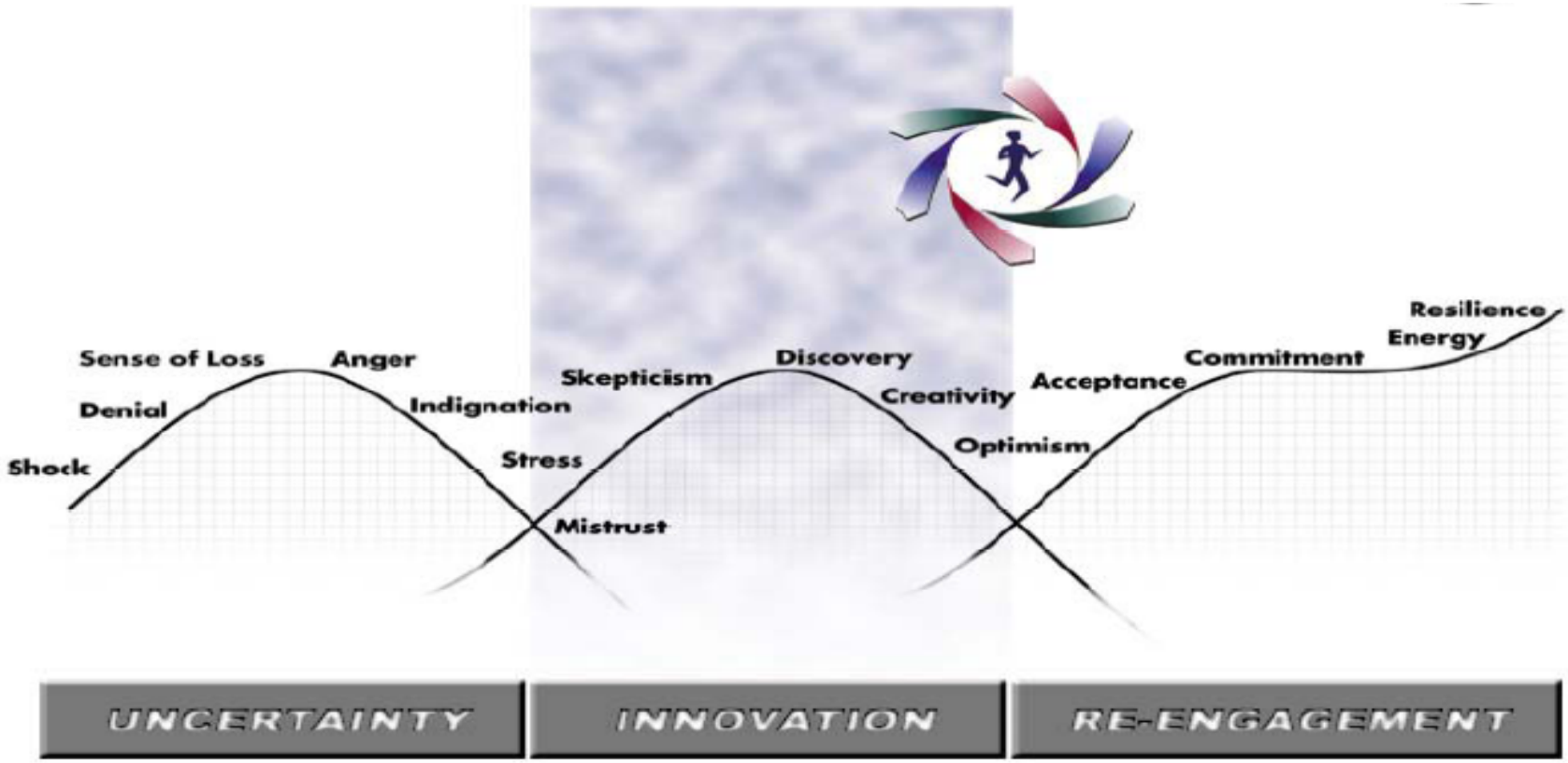
Psychology of change

- Change can be disruptive
- Resistance often arises (because we perceive that our needs and/or values may be under threat)
- Our preferences, values and history have a direct impact on how we experience change
- Each person moves through change in stages
- Every person moves through these stages at a different pace and with different emotions

THE CHANGE CURVE



Rollercoaster of change



EXAMPLES OF CHANGE

Skill and/or Knowledge

Title

Expectation

Team

Environmental

Desk

Technology

Client

Structure

Process

Geographical

Income

Company

Qualification

Personal Interpretation of these changes

Skill and/or Knowledge

Power

Expectation

Title

Team

Environmental

Desk

Technology

Familiarity

Client

Structure

Process

Geographical

Income

Company

Qualification

Personal Interpretation of these changes

Skill and/or Knowledge
Power

Title
Identity

Expectation
Pressure

Team
Family

Environmental
Fear Unknown

Desk
Familiarity

Technology
Self Esteem

Client
Relationships

Structure
Security

Process
Comfort Zone

Geographical
Lifestyle

Income
Survival

Company
Citizenship

Qualification
Time & Energy

Individual and Group Fears

Job Loss

Degree of Change

Income

Perks

Status

Physical Environment

Technology

Training

Progression

Management

Clarity

Standards

Qualification

Expectations & Targets

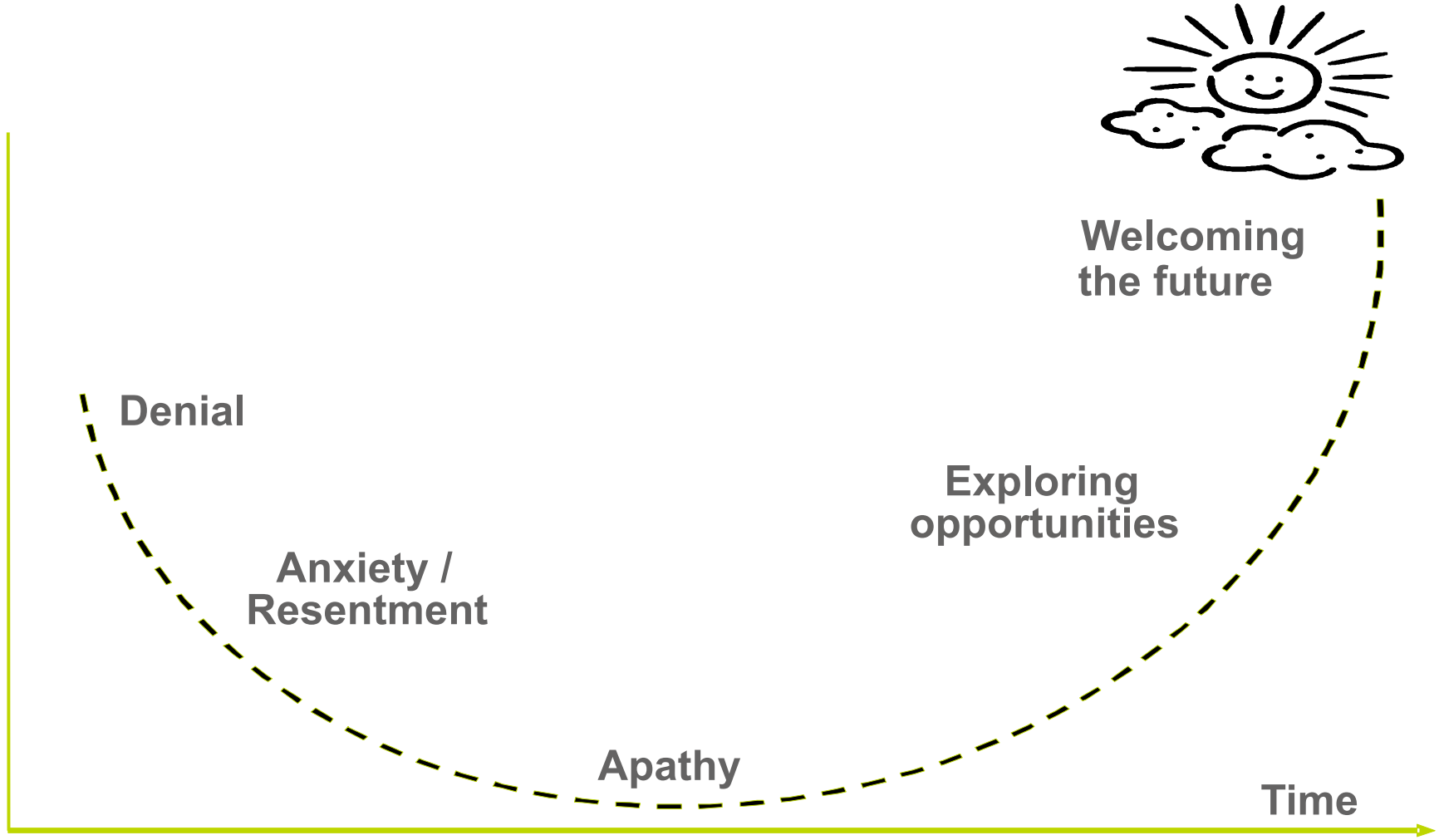
Through the change curve

What can managers do to help themselves and others through the change curve?

Think about the change curve in relation to a recent or current change.

Select 2 or 3 members of your team. Identify where they are on the change curve in relation to a specific change in the business. List some activities you could undertake to assist them to move through to ‘Welcoming the future’.

THE CHANGE CURVE



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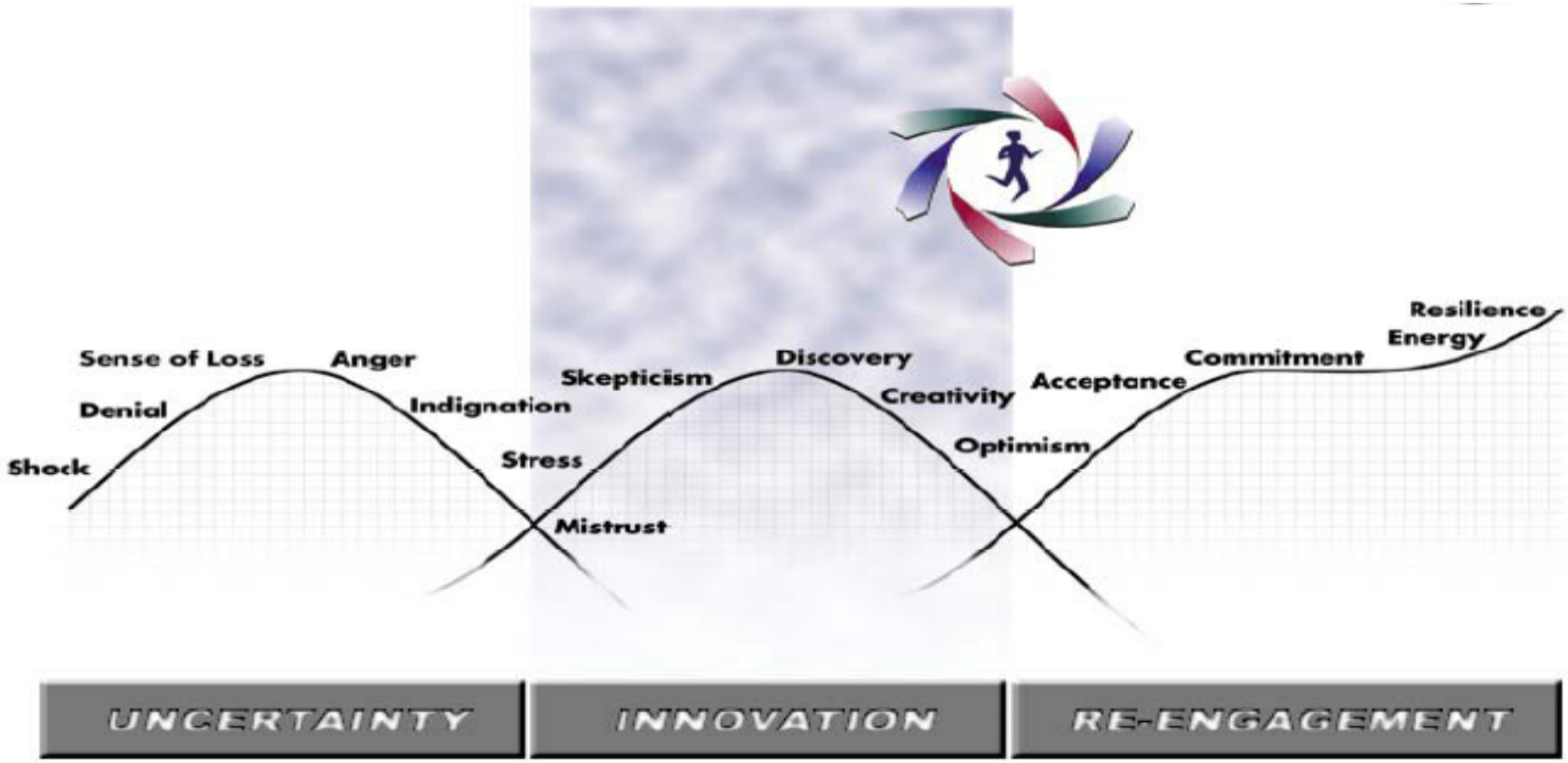

Going through the change engagement process

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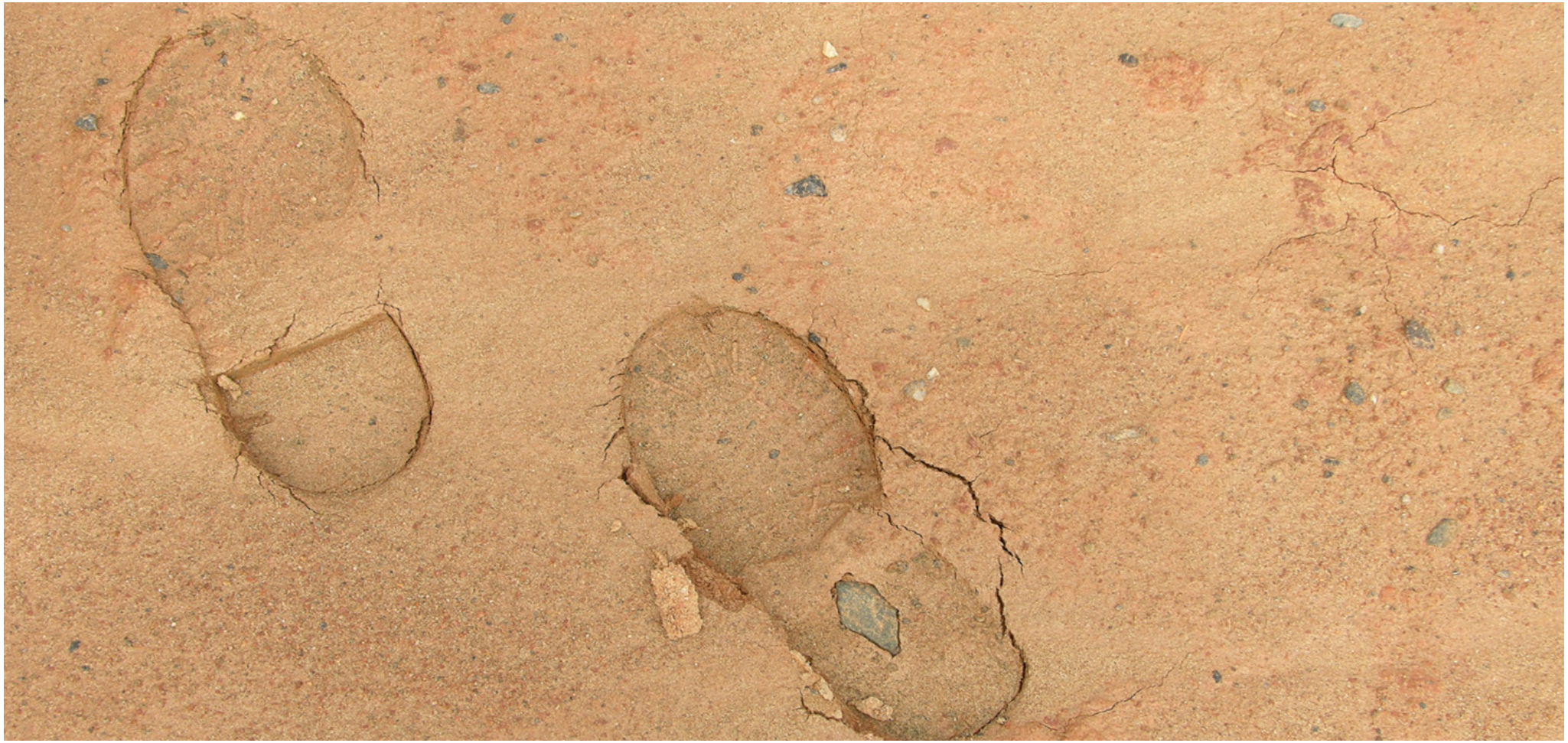

Step 1 – Clarify

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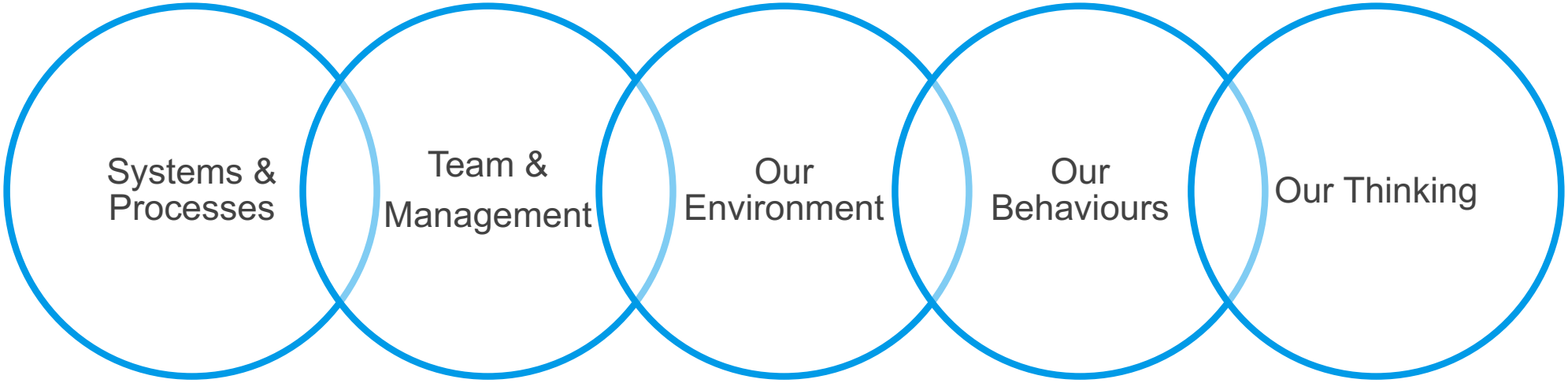
Build Scenario

WHAT DO WE CHANGE



Questions to clarify

Is the rationale for this change clear?

What questions will be asked?

What does good look like?

What is the plan?

How will others be impacted by this change?

How will they feel?

Is the vision compelling?

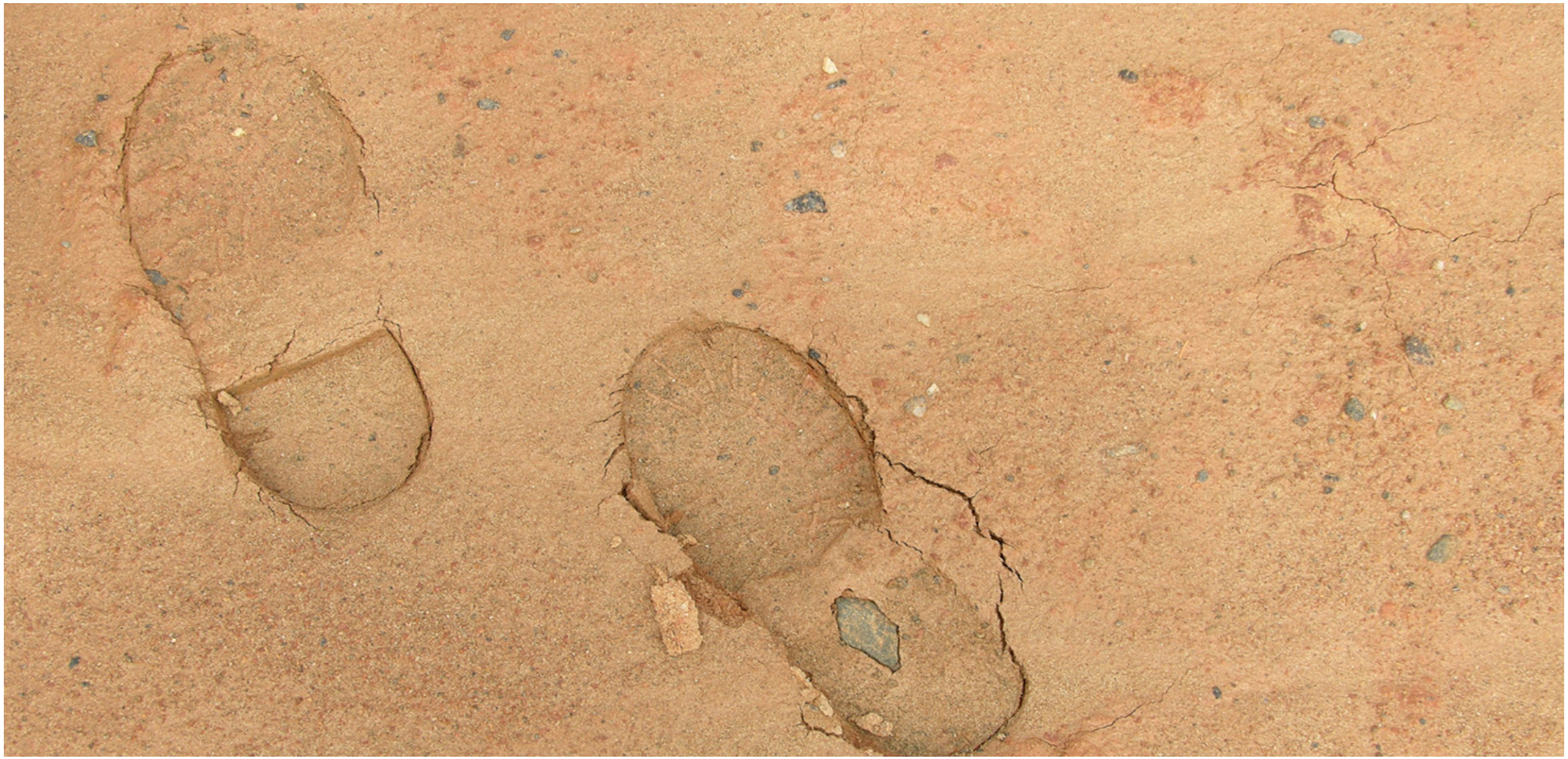
Will others inspired or at least get involved?

WHAT WE KNOW?

WHAT'S MISSING?

Planning change checklist

- Are you sure you need to do this?
- What precisely are your objectives?
- Have you carried out analysis?
- Have you obtained buy-in from Seniors?
- Do you have the resources you need?
- Have you a detailed plan? / Contingencies?
- Communication plan?
- Adequate training resources?
- What does the plan depend on?



Step 2 – Communicate

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Effective communication – 4Ps

Purpose

- Show logic and provide a well-researched rationale
- Present the relevance of the information you are sharing
- Give supporting evidence including needs and benefits

Plan

- Propose a call to action
- Present a goal-directed and time-focused plan with clear expectations and next steps
- Describe how success will be measured

People

- Recognise the effect on people
- Connect with feelings, values and role interdependence
- Acknowledge political realities and commit to learning from the past

Big Picture

- Paint a compelling vision of what is possible
- Connect with a creative and far-reaching goal
- Provide a visual image, metaphor, personal story or slogan

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4Ps – Key Questions

Purpose

What are the driving forces or reasons for this change?

Plan

What action steps are planned and what are the timelines for each action?

People

How will this change impact day-to-day roles and relationships?

Big Picture

What is it going to be like when the change has been achieved?

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Creating the links

To ensure change is welcomed there are 4 key aspects that are required:

Communication – individuals are kept informed

Skills – individuals believe they have the necessary skills to approach and deal with the change

Motivation – individuals want to embrace the change

Action plan – individuals understand what is expected of them

The theme

- Set the scene
- **"I want to talk to you about..."**

The context

- Why you're concerned about it
- **"It's important to me that..."** or
- **"At the moment the Company is focusing on..."**

The message

- What you have seen or heard
- **"I have noticed that..."** or
- **"There have been examples of..."**

The 'so what'

- What you want people to do
- **"I would like you to..."**
- By when
- **"With effect from..."**
- What you will do if they don't do it
- **"If there are further incidents of...I will..."**

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The theme

The context

The message

The 'so what'

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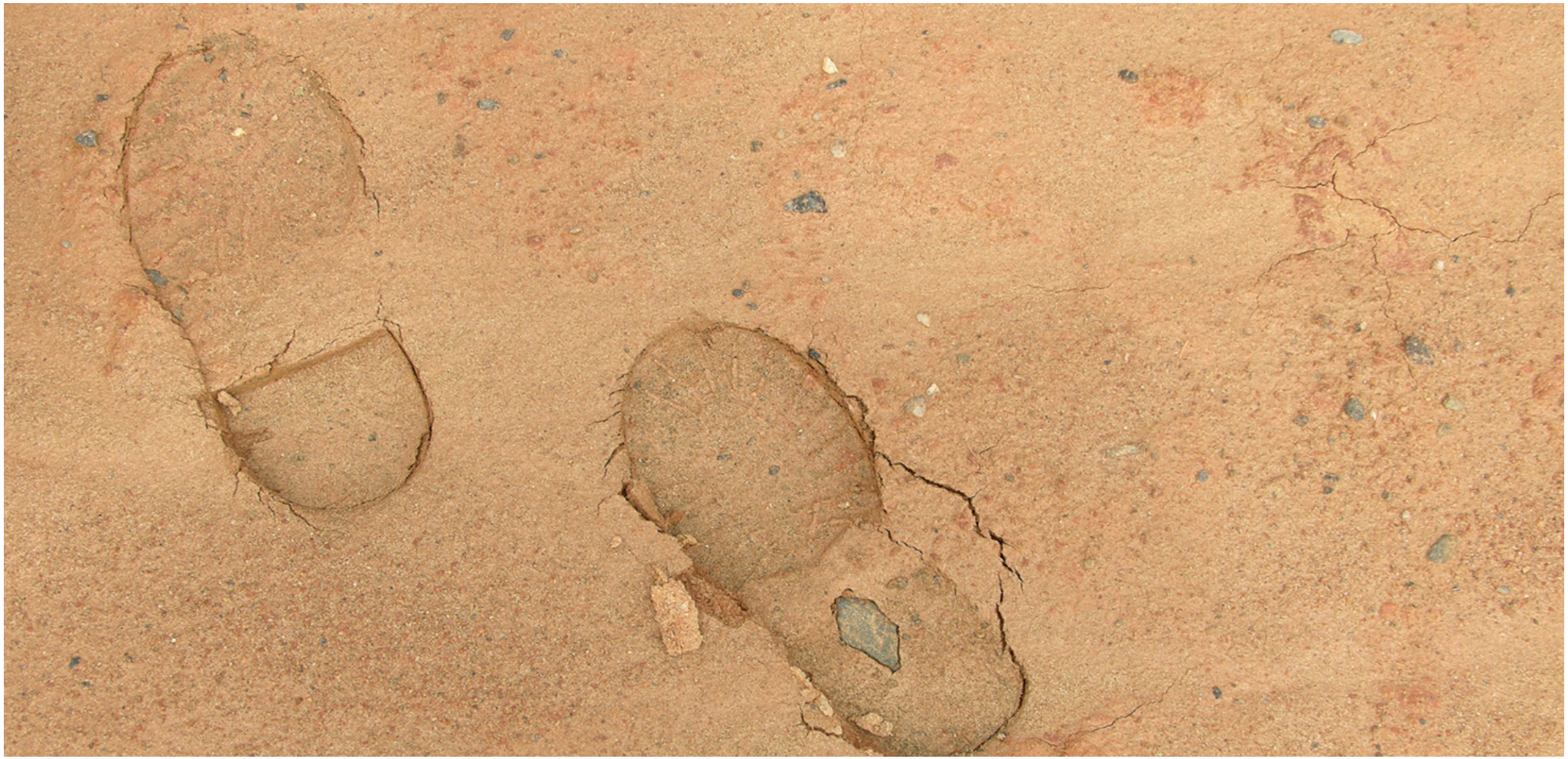

Step 3 – Fostering Acceptance

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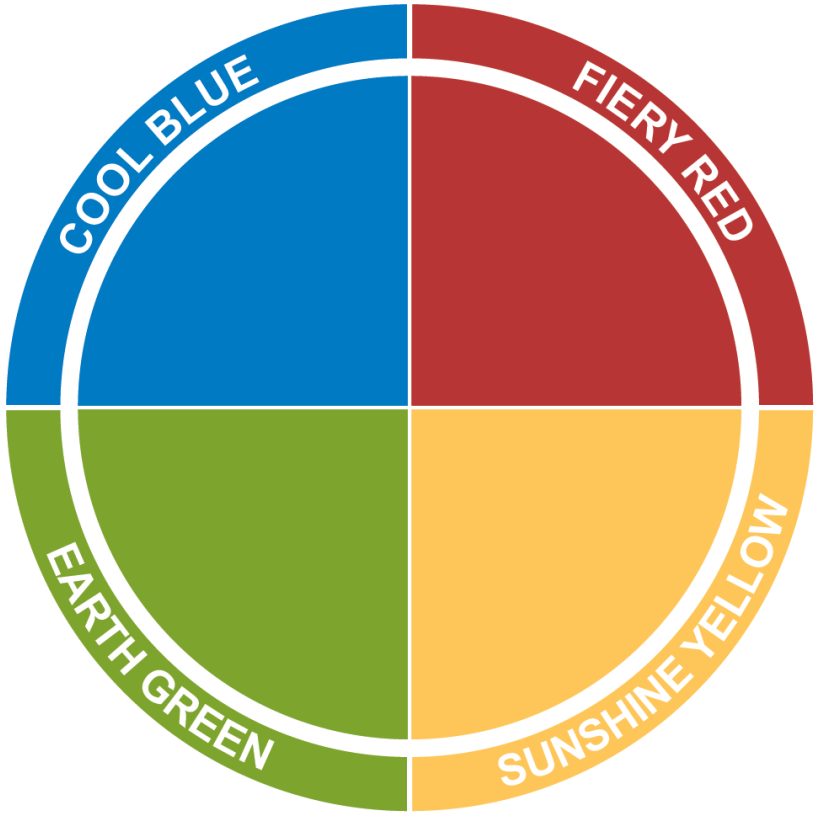
The Colour Energies and Change

In your manual focus on your dominant colour energy, consider:

- What strengths/benefits does this colour energy bring to the change process?
- If over-played, e.g. on a ‘bad day’ what are the possible weaknesses of this colour energy with respect to change?



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Cool Blue

Attends to the management of the change process.

Focuses on the 'how' and 'why' of change as well as the 'what'.

Explores the implications of proposed change.

Creates contingencies and methodologies for implementing change.

Fiery Red

Displays decisiveness in determining a direction for change.

Is resolute in a commitment towards a new direction.

Engages and relishes the challenge that change presents.

Initiates and is a catalyst for making change happen.

Strengths

Earth Green

Seeks consensus in finding a mutually beneficial way forward.

Is considerate of the impact on others of a change plan.

Encourages co-operation and collaboration during change.

Offers support and ensures that all are brought along in the process.

Sunshine Yellow

Seeks and enjoys the stimulation of change.

Seeks others' creative input in designing the change.

Encourages participation and involvement of those affected by the change process.

Is optimistic about future possibilities.

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Cool Blue

Can be overly cautious and somewhat pessimistic in moving towards a change.

Looks critically and tends to see the problems more than the solutions.

Can be resistant unless convinced of the rationale.

May be attached to tried and true approaches, unwilling to explore alternatives.

Fiery Red

Can be impatient with people who are taking longer to embrace change.

Can be intolerant of a temporary drop in performance.

May not consider others' feelings or consider the personal impact.

May have unrealistic expectations on timelines and deliverables.

Challenges

Earth Green

Prefers a slower pace of change to ensure harmony is maintained.

Tends to be averse to taking risks, especially if unsupported.

Fears that others' welfare may be compromised.

May be resistant if there is a conflict of values.

Sunshine Yellow

May create more ideas and options for moving forward than is possible to consider.

Can create confusion through under-developed or vague ideas.

Tends to be disorganised, leading to a lack of follow-through and completion.

Can be overly optimistic and commit to taking on more than can be delivered.

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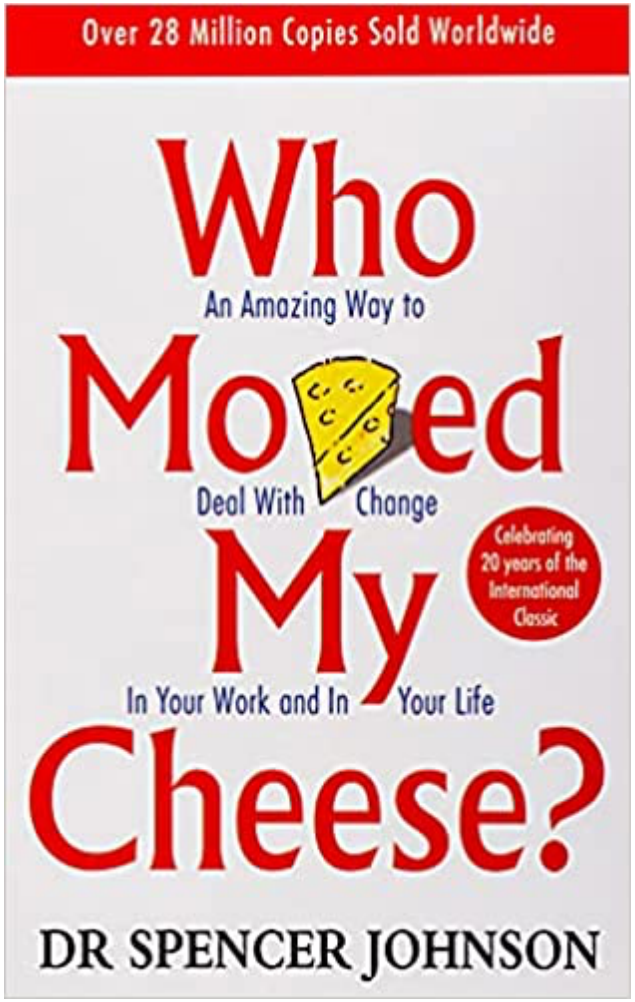
WHY CHANGE FAILS

- Communication is poor
- Assuming people will adopt change quickly
- Natural emotions are ignored
- Forging ahead prematurely
- Pushing for performance / productivity too soon

Attitudes to change

- The Sleeper
- The Blocker
- The Follower
- The Activator

Who have you got in your team?



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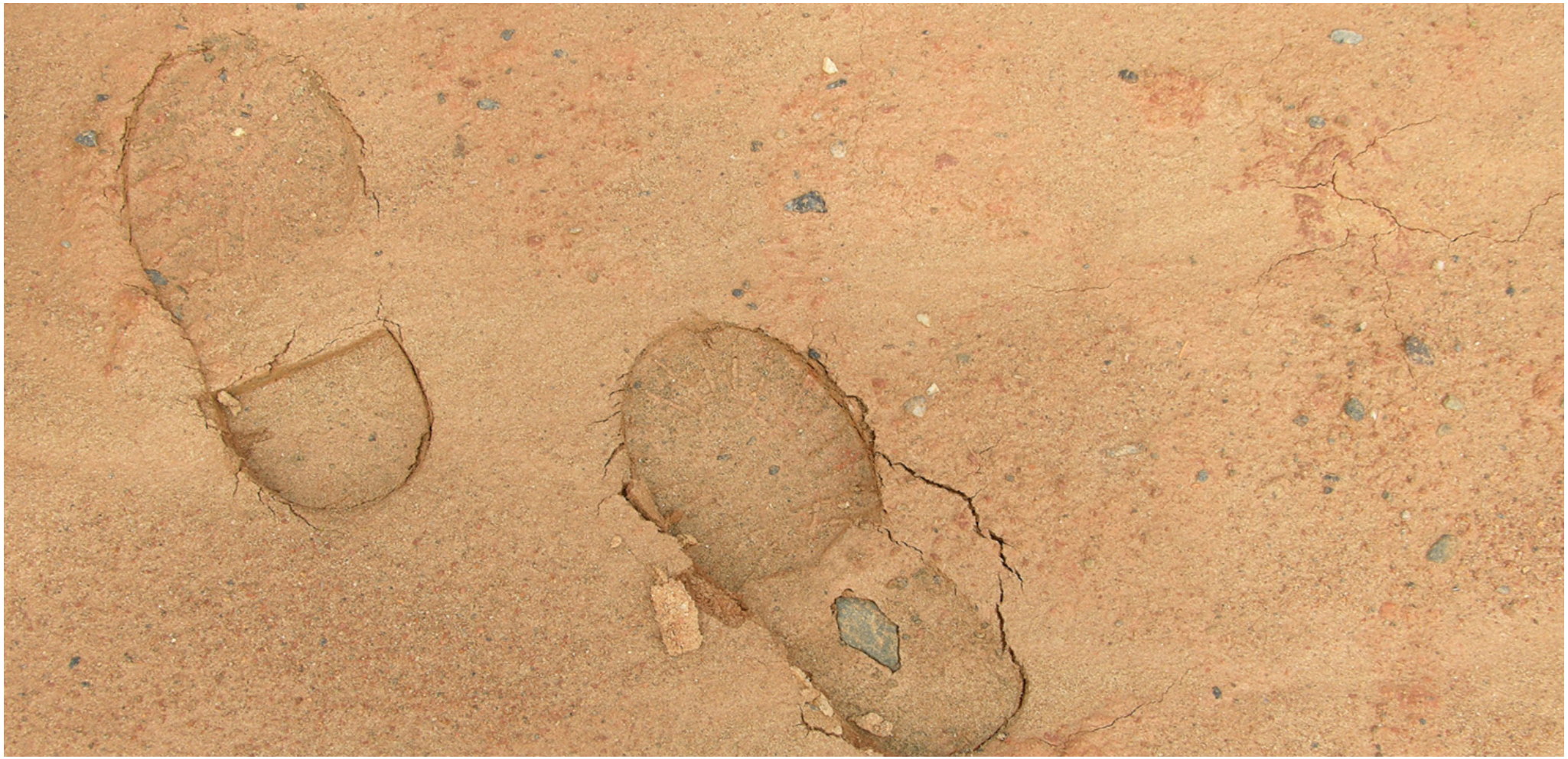

Step 4 – Overcoming Resistance

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Understanding and managing resistance

Understanding and managing resistance

Resistance is a natural part of the change process. It is the balance between two opposing forces – a tug-of-war between the forces that urge change and the forces that deter it.

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Understanding and managing resistance

Think about resistance you have experienced as a leader/manager

- What might have caused this resistance to change?
- What signs did you recognise?
- What can/did you do to help overcome this resistance?

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Reasons employees might resist change

1. People look for ‘what’s in it for me?’ and don’t see sufficient gain for the effort involved.
2. People don’t have the skills and/or support they need.
3. There’s a potential risk to social networks.
4. There is a conflict between personal goals and the change.
5. People feel very insecure about their future role, salary, and prestige.
6. People are already stressed and cannot cope.
7. People don’t trust the leadership.

Recognising Resistance

Aggression and anger

Not responding, not listening, seems disinterested

Unusual flare-ups of emotion

Not meeting key performance areas (missing meetings and not responding to emails, for example)

Employees encouraging and mobilising resistance

Active attempts to disrupt or undermine work / projects

Insensitive and disagreeable behaviour

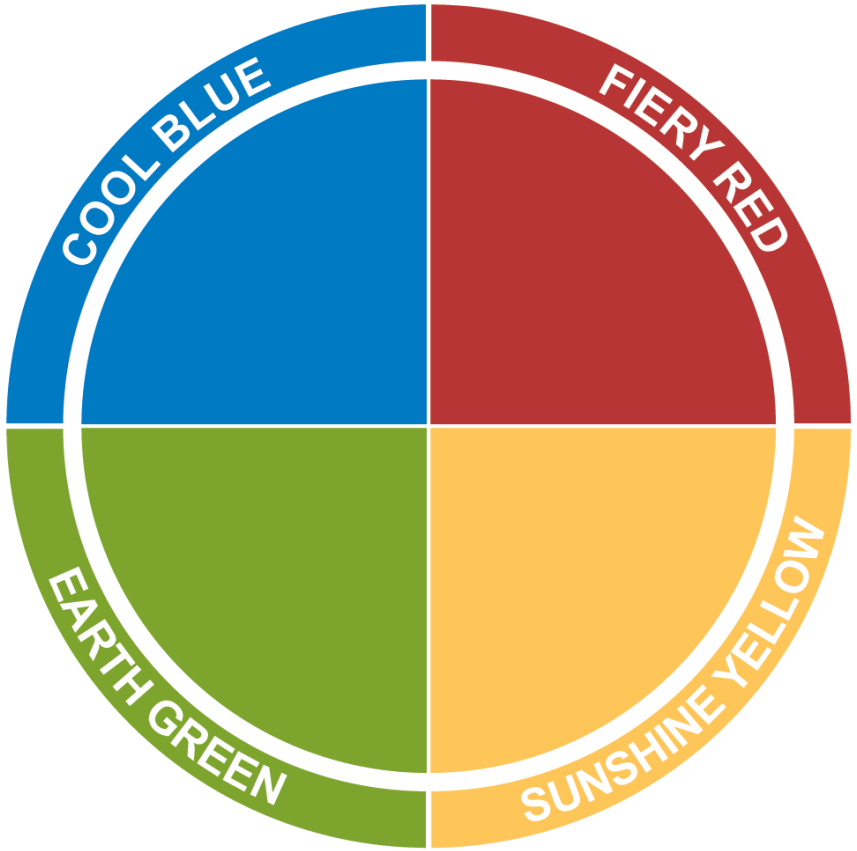
Staff portraying themselves as innocent victims of unreasonable expectations

Increased absenteeism, late arrival

Giving Notice

What do the colours look like?

- What might cause resistance to change for each colour?
- What signs might you recognise?
- What can you do to help overcome resistance?



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Fiery Red energy

Causes of resistance

- Cannot see the point
- Confusion
- Lack of progress

Signs of resistance

- Losing interest
- Making autocratic decisions based on personal convictions
- Challenging every decision

How to help

- Show the long term plan and results focus for the change
- Look for quick wins
- Keep things moving

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Earth Green energy

Causes of resistance

- Current stability and/or harmony is compromised
- Values conflict
- Important relationship is at risk

Signs of resistance

- Quiet stubbornness
- Hesitance with unfamiliar material
- Looking for consensus before proceeding

How to help

- Give time to gain consensus in finding a mutually beneficial way forward
- Ask, listen and discuss the impact on individuals
- Ensure that consequences and implications are brought along in the process

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Sunshine Yellow energy

Causes of resistance

- Lack of involvement
- Not having an opportunity to contribute
- Feeling restricted

Signs of resistance

- Becoming overly emotional
- Low energy/enthusiasm
- Canvassing a lot of opinions

How to help

- Offer opportunities to join the discussion
- Encourage and incorporate alternative suggestions
- Ensure the personal benefits to the individual and the team are appealing

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Cool Blue energy

Causes of resistance

- Lack of information
- Absence of a clear plan
- Insufficient detail

Signs of resistance

- Requesting excessive detail
- Closing down /disengaging
- Asking a lot of questions

How to help

- Give time to think things through
- Provide a clear structure/process/plan
- Allow time to ask questions and gather information

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Barriers and resistors - recap

Fear of Change

Not Being Consulted

Poor Communication

Change to Routine

Lack of Trust

Not Aware of the Need

Exhaustion/Saturation

Change in status quo

Negative Personality

Managing resistance

Fear of Change

Support, encouragement, role models, buddy up

Not Being Consulted

Involve people in the change as early as possible.

Poor Communication

Say it strategically, but don't remain silent. Communicate.

Change to Routine

Show people how it will work and demonstrate the need for change. Have fun.

Lack of Trust

Communication. Lots of it from the Sponsor and the MM. Be Authentic.

Dealing with resistance

Lack of Awareness for the Need for Change

Involve people in the change as early as possible. And find lots of ways to demonstrate why the change is necessary.

Exhaustion/Saturation

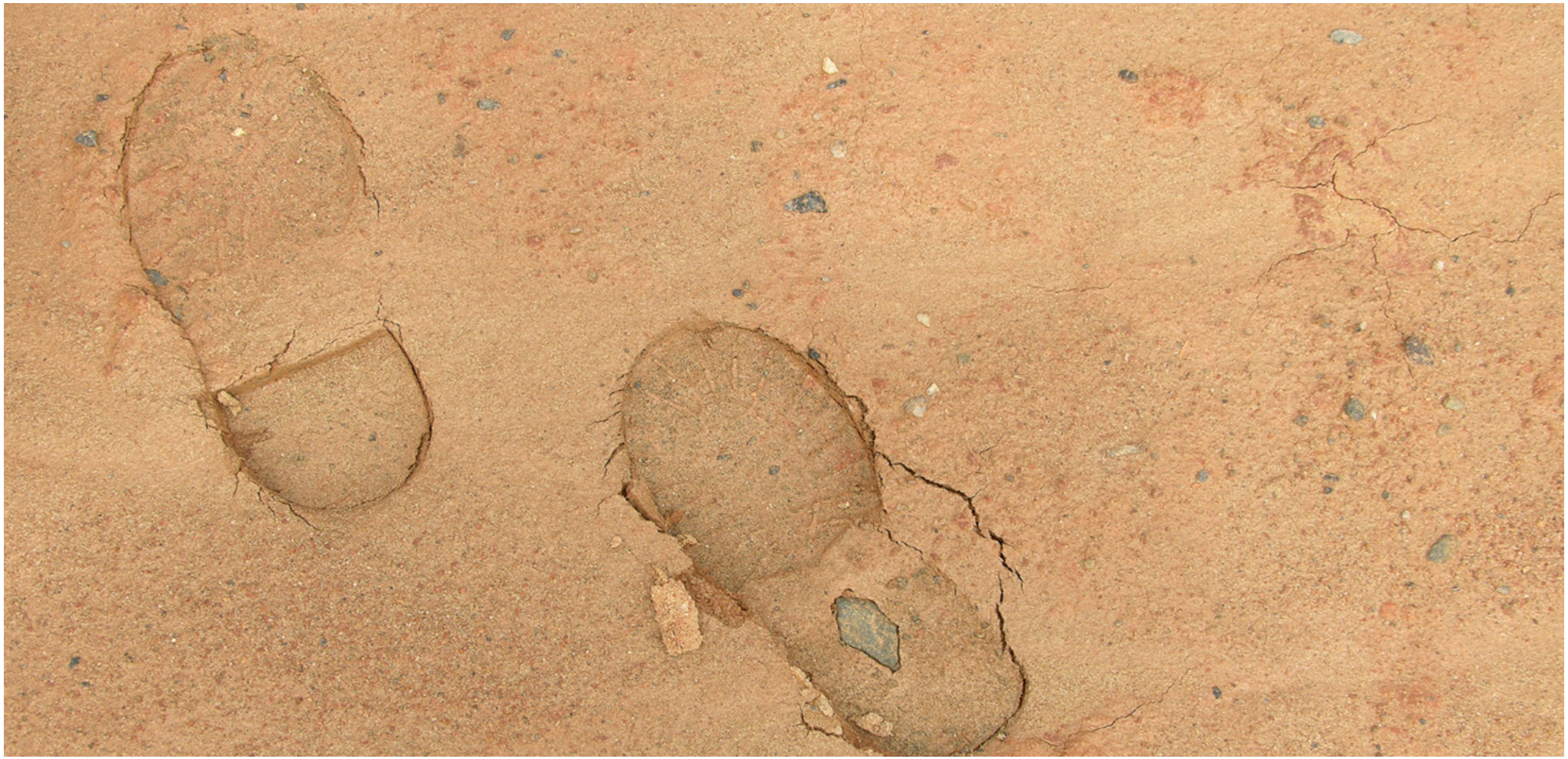
Answer the all important 'What's In It For Me?' question. Show them how they can benefit from the change - and maybe provide some incentives along the way.

Change in status quo

Lots of focus groups. Listen carefully for emotions and provide support. This may be in the form of counselling or coaching.

Negative Personality

Love them out, one bad apple can ruin a whole bag.



Step 5 – Sustaining the Change

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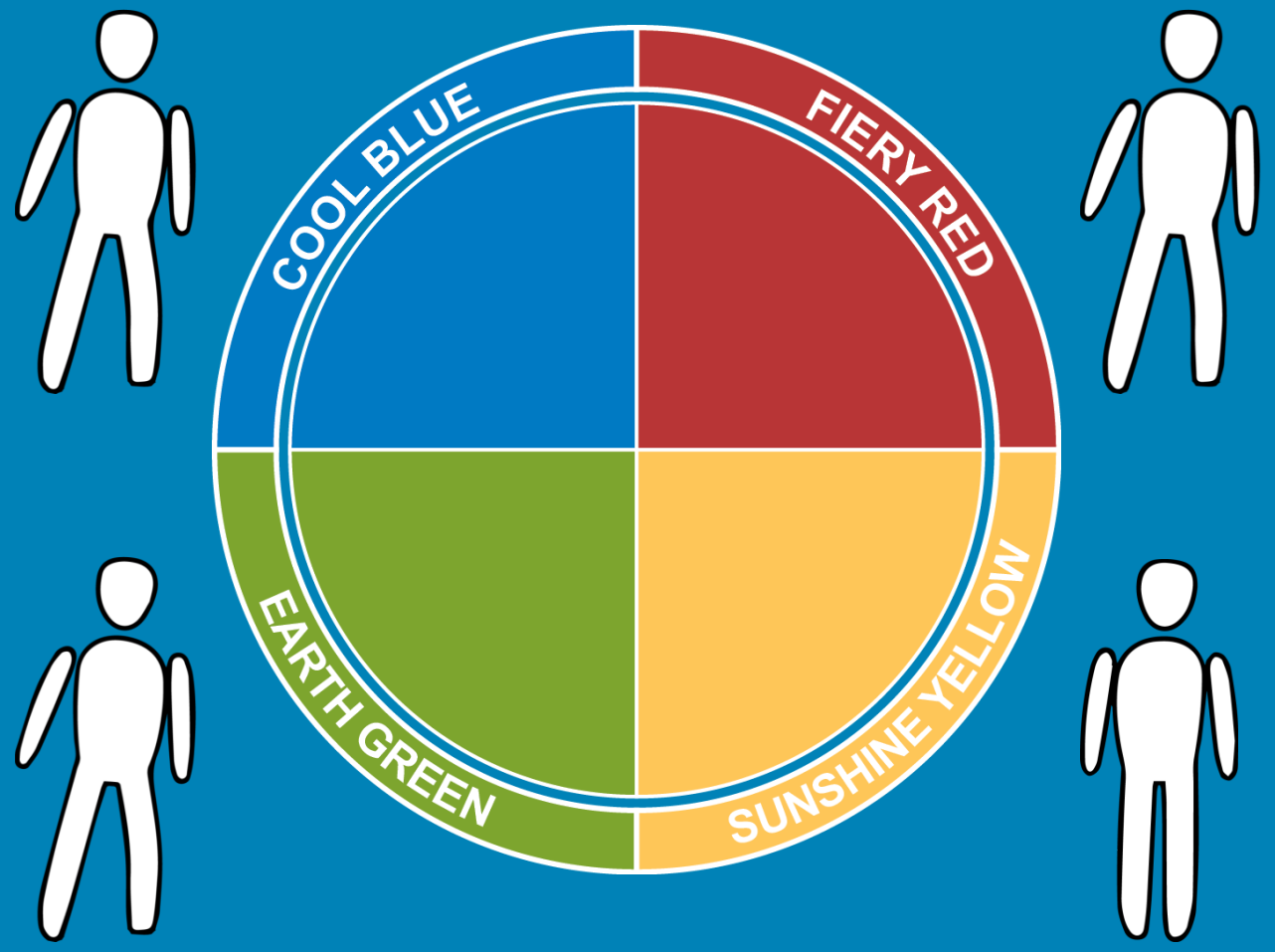
What can you do to ensure the change is sustained?



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Understanding Stress and building a resilient team

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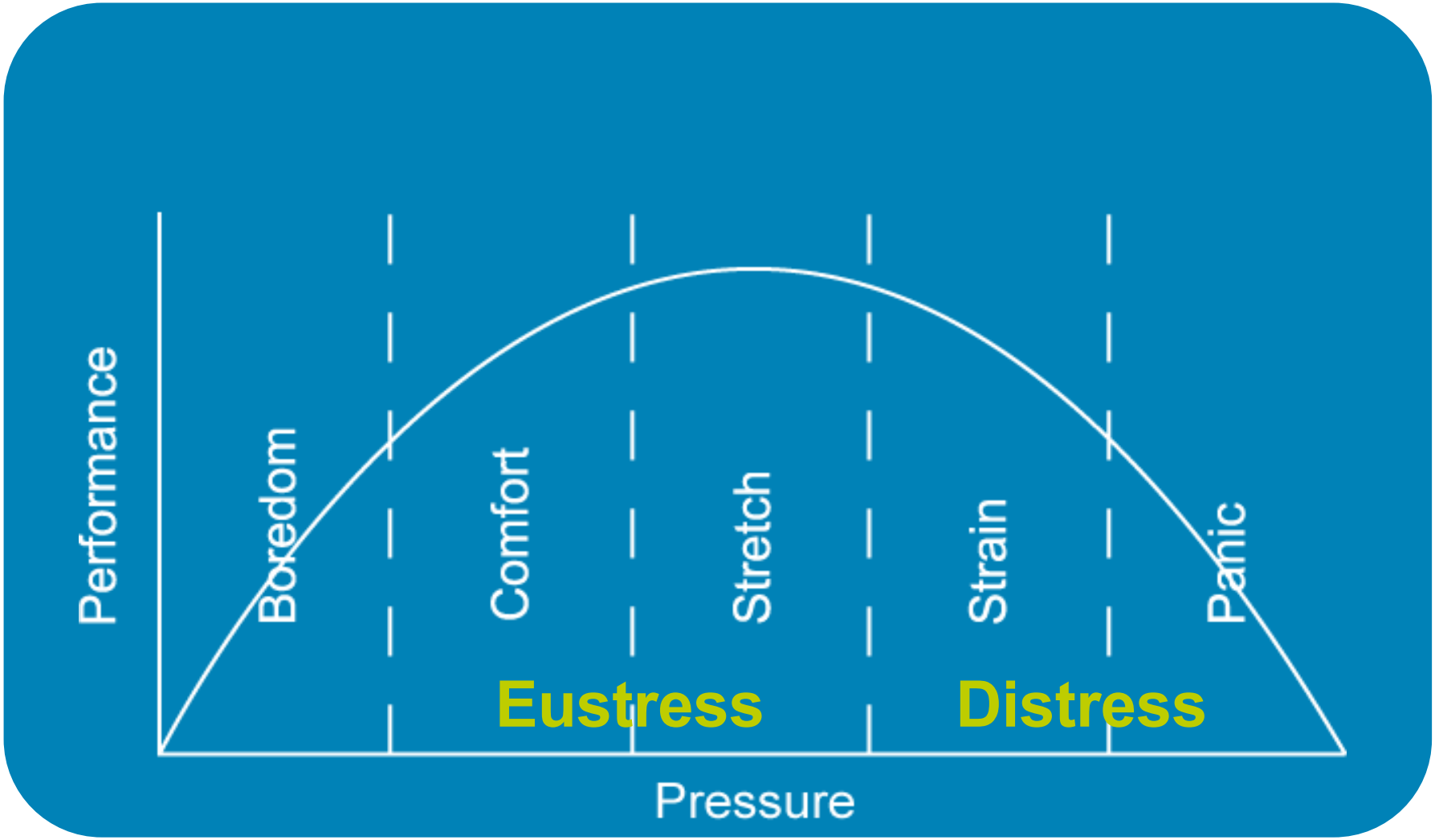
The impact of stress on performance



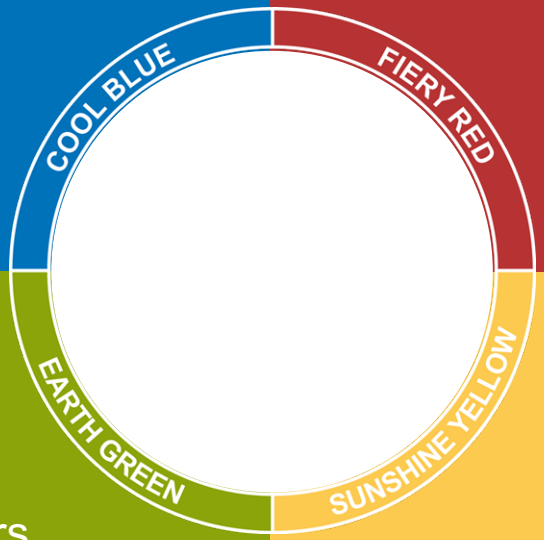
Stress factors during change

LOSS OF COMPETENCE

- Lack of information or understanding
- Lack of structure or logic
- Poor work quality
- Wasted time
- Rush job
- Distractions

LOSS OF CONTROL

- Lack of focus
- Indecisiveness
- Lack of immediacy
- Slow pace
- Incompetence



LOSS OF CONNECTION

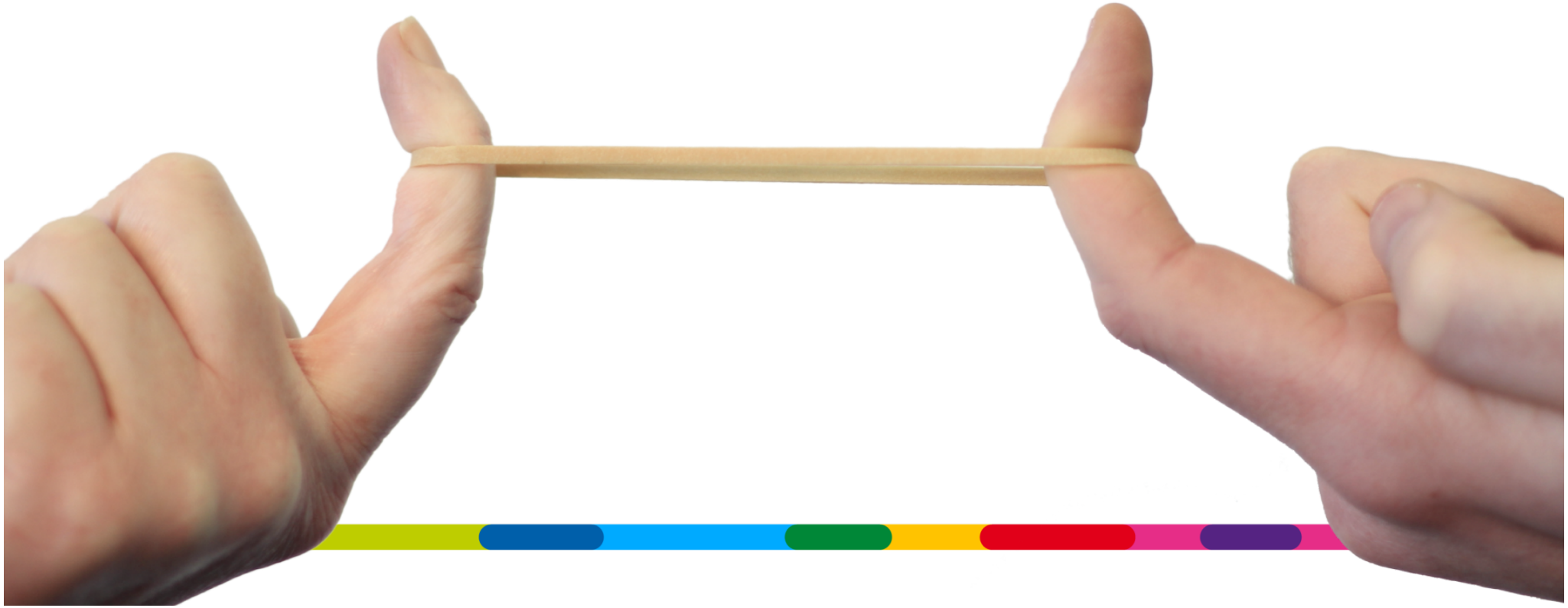
- Lack of consideration for others
- Sudden change without warning
- Violation of values
- Time pressure/fast pace
- Unfair or impersonal treatment

LOSS OF CHOICE

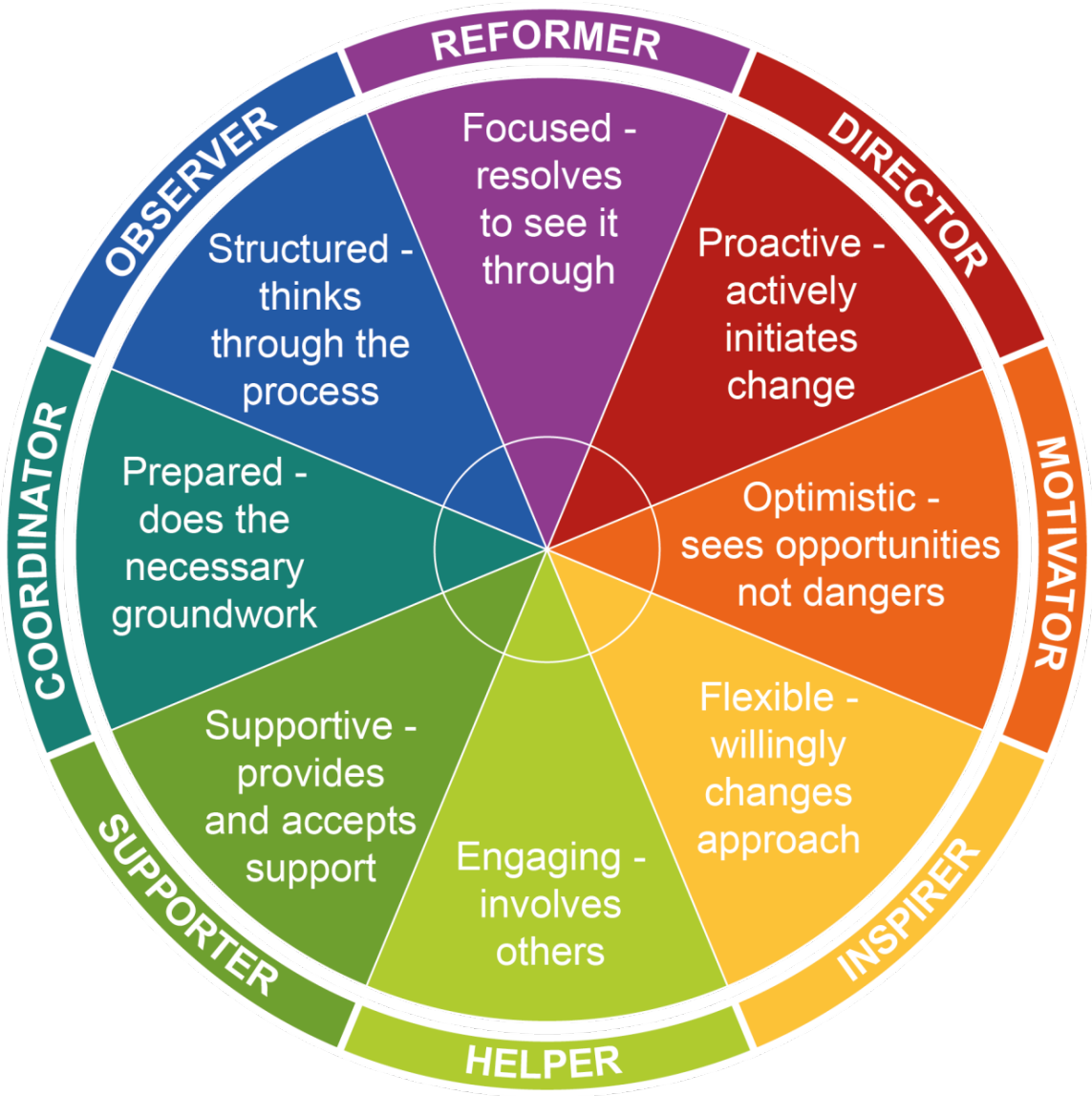
- Lack of involvement
- Restrictions on flexibility
- Lack of influence
- Being overlooked
- Personal rejection
- Over-seriousness
- Slow pace

Resilience

The ability to sustain your energy and motivation in times of stress; to recover quickly from change (“Bounce back”).



Developing Resilience



Resilience Team-assessment

- Where do your teams natural strengths show up?
- What is most important for me to develop in my team and why?
- What support or action steps are needed?

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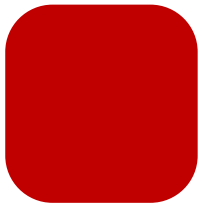
Adapting our energies all day, everyday

Reflections

What have you learned and what questions do you still have?

What actions will you take?



Can you do anything to help others through change?

What thoughts or ideas has this information ‘sparked’?