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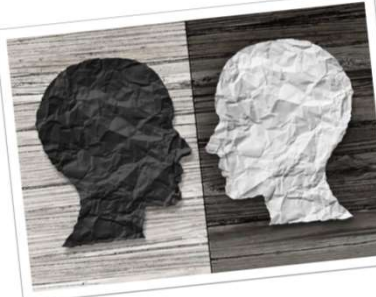
Mastering Change: First...Change your VIEW
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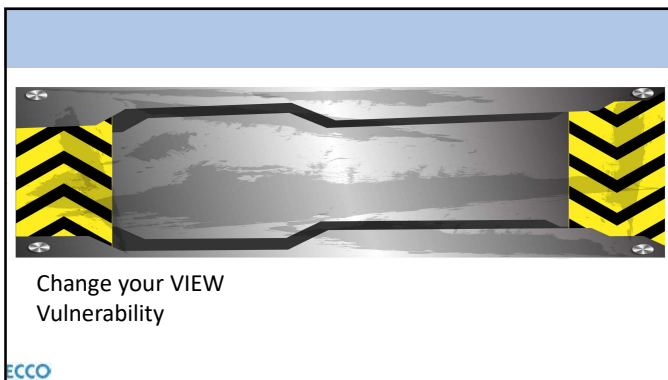
Gray Area Thinking

Recognizing possibilities that fall between black and white or right vs. wrong thinking.

"First-rate intelligence is the ability to hold two opposing ideas in mind at the same time and still be able to function." – F. Scott Fitzgerald







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Change your VIEW
 Vulnerability

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Four Areas that Impact How Hard Change Feels

<p>Amount of Disruption?</p> 	<p>How Long to Get Used to?</p> 
<p>Your Choice?</p> 	<p>Do You Want it?</p> 

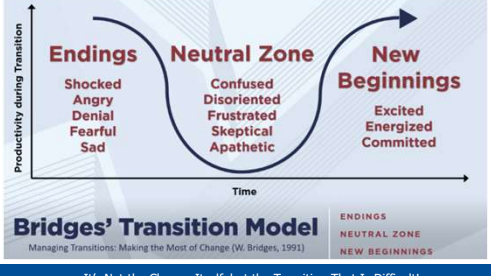
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Why Do We Resist Change?

- We don't understand why; the purpose and need is not clear
- We don't think it is necessary
- We don't want the change, it disrupts our routines, habits, etc.
- We are not involved – it is 'done' to us, not with us
- We have had previously bad experiences

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Transitioning Through Change



Bridges' Transition Model
 Managing Transitions: Making the Most of Change (W. Bridges, 1991)

It's Not the Change Itself, but the Transition That Is Difficult!

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Change your VIEW
Implementation Plan

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How Do We Implement Change?

1. Make the Case for Change
2. Create a Vision
3. Engage Others
4. Communicate Effectively
5. Make Sure the Change Sticks

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PLAN for Success!

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1. Make the Case for Change

Establish urgency	Make a compelling explanation	Assume it will not be well-received	Demonstrate empathy	Propose next steps

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2. Create a Vision

- What is the desired state?
- Brief explanation; create your “elevator speech” < 2 min.
- Use metaphors, analogies, pictures
- Practice it and get feedback

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The Vision Energizes – a Hope for the Future

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3. Engage Others

- Identify allies to help you with the change
- Establish a committee, if needed
- Remove obstacles
- Listen deeply to concerns raised to understand
- Release power and information.

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Involve and Engage

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4. OVER-Communicate

Communicate repeatedly with words, actions and images	Use multiple modes (email, video, in-person)	Be honest – if you don't know – say that	Walk the talk	Acknowledge short-term wins

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5. Make Sure the Change Sticks

- Manage realistic expectations
- Check in and ask for support
- Onboard any new members
- Create feedback loop
- Adapt the plan as needed



Hold the Course

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Change your VIEW
Emotional Intelligence

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Knowledge & Technical skills

Like the back wheel of a bicycle, your IQ provides the power to drive you forward.

Emotions & Social skills

Like the front wheel of a bicycle, your EQ sets the direction in which you will travel.

IQ **EQ**

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PDT Process

Is what I'm feeling accurate?

← **Pause**

Decide → What do I need to believe to be my best in this moment?

What's my next best move to serve the situation?

Act →

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But...What do I say?

- Use an "I" Statement:
I feel ____ (state the clear emotion)
when you ____ (describe specific behavior w/o emotion or judgement),
because ____ (impact on the team, you, etc.).

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Change your VIEW
We, not "I"

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Perspective



Just because you are right, does not mean I am wrong.
You just haven't seen life from my side.

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Activity: What Are Your Takeaways?

Self Reflection



What Will You Apply?



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