

Amy Sherman

Thriving Through Change



Moment of Gratitude

- This year my grandchildren Jensen and Amelia moved to Maryland. We have spent the summer together and while it is exhausting, I am grateful to have them here where I can be their Gigi everyday.

Thriving Through Change

- Agenda

- Change Management Exercise
- Continuous Change is the New Reality
- What are the hardest parts of change?
- Building Trust in Times of Change
- Are you change ready?
- How to Thrive Through Change (Sounds Simple But It Is Not Easy)
- Questions

Goal: Build the Tallest Structure

You can use the spaghetti, tape, and string in any way you like, but the marshmallow must be on top. The tallest structure that can stand on its own for at least 5 seconds wins.

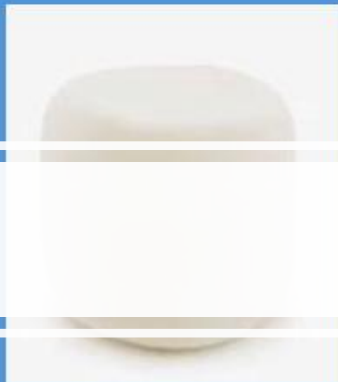
Teams: 4-8 People



18 Minutes



Marshmallow



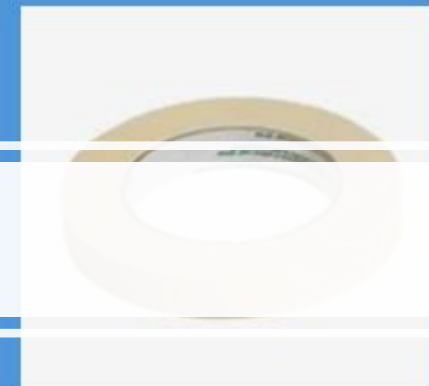
20 Sticks of Spaghetti



1 Yard of String



1 Yard of Tape



The Marshmallow Challenge

Debrief

How did it feel changing seats?

Were you hesitant to jump in with ideas?

What worked Well?

What did not work well?

What did you learn?

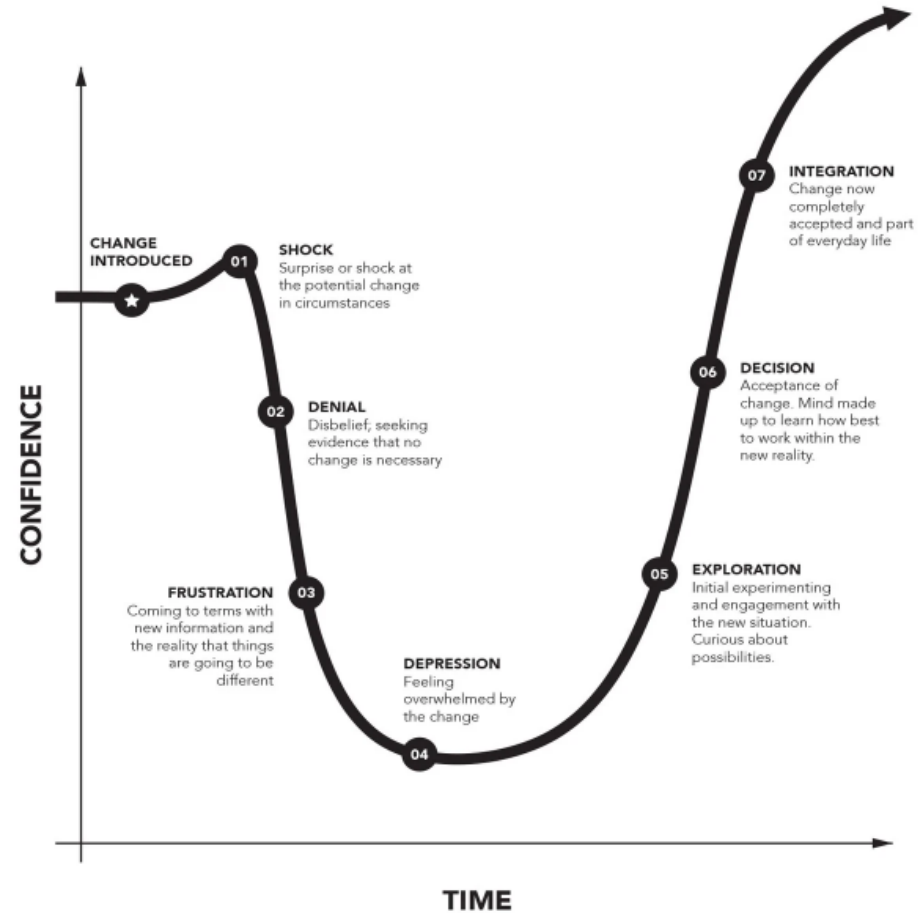


Continuous Change is the New Reality

- 80% - of organizations have change as part of their long-term vision.
- 95% of organizations have undergone 2+ transformations in the past three years.
- 96% of C-suite leaders are dedicating more than 5% of revenue to change projects in the next three years.
- 100% of C-suite leaders anticipate significant changes to their workforce.
- 30% Yet only 30% have confidence in their change capabilities.
- Change capability is an ability to lead, sequence, execute and adapt to changes continuously

THE CHANGE CURVE

The seven stages most people go through as they adjust to change.



What are the hardest parts of change?

- Trust
 - Trust: A belief that if one gives up some degree of control to another person(s) it will not result in loss or harm.
 - Trust Propensity: One's general disposition towards relying on others.
 - Trustworthiness: Characteristics of a person that inspire or inhibit trust.

WHAT INFLUENCES TRUST?

Trust may be influenced by a variety of factors, some of which may be related to personality and disposition.



Source: Colquitt, Jason A., Brent A. Scott, and Jeffery A. Lepine. "Trust, trustworthiness, and trust propensity: A meta-analytic test of their unique relationships with risk taking and job performance." *Journal of Applied Psychology* 92.4 (2007): 909-27. Web.

What are the hardest parts of change?

- Promoting Collaboration
 - Collaboration is the foundation of successful change management, as it encourages collective ownership of the change process while fostering positive relationships among team members. Providing opportunities for employees to work together and share knowledge, skills, and experiences can lead to innovative problem-solving and more effective change strategies. Furthermore, promoting a culture of collaboration can diminish resistance to change, as individuals feel more supported and engaged in the process when they collaborate with their peers.

You are not the work you do; you are the person you are.

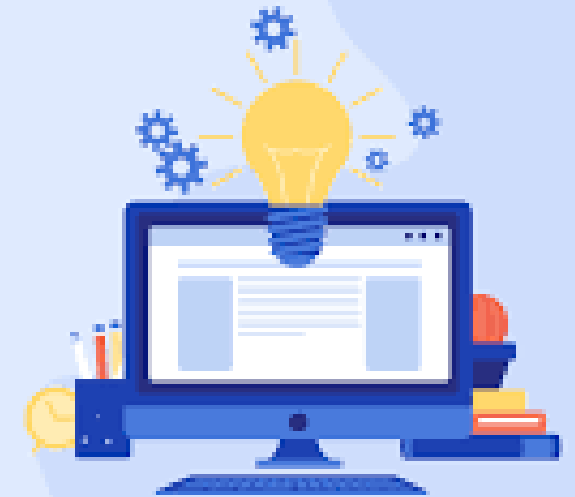
-Toni Morrison



What are the hardest parts of change?

- Implementing new technologies
 - New equipment, tools, and workflows change the way everyone works.
 - Phased rollouts work best. By introducing new technologies over weeks or months, you can overcome this issue. You'll also avoid the 70% failure rate of change management initiatives (according to Harvard Business Review).

Selecting New Technologies



Building Trust in Time of Change

Communication

- Clear and Effective Communication
- Encourage Open Dialogue with Mutual Respect
- Emotional Intelligence
- Empathy
- Asking for feedback often; address concerns along the way

Cultivate a Culture of Wellness

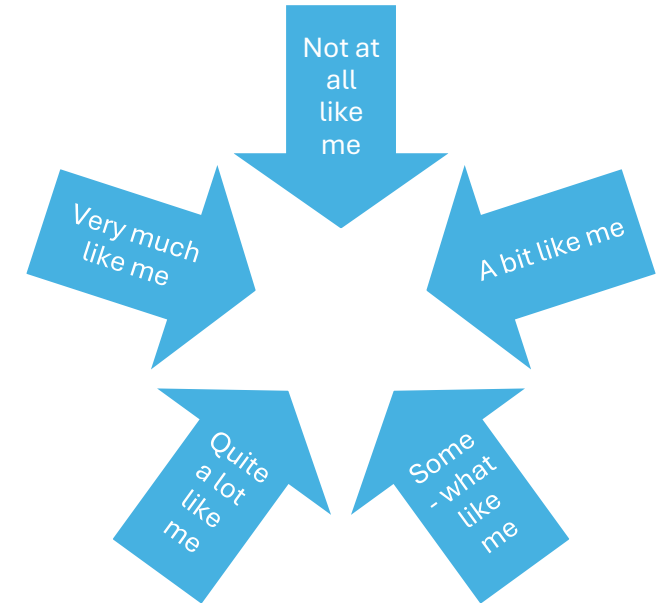
- Psychological Safety
- Leadership Commitment
- Assessment and Employee Input
- Develop a Wellness Program
- Create a Supportive Environment
- Provide Resources
- Incentives and Recognition

Are You Change Ready?

Ask yourself these questions?

I prefer familiar ideas & routines to new ones	I keep or change my position based on info & resources	I focus on my strengths not my weaknesses	I sometimes dread starting a new day	I don't mind times when there are no right or wrong answers
I think Murphy's Law is right: If something can go wrong it will	I love the challenge of trying something new	I find it hard to give up when something isn't working	I constantly second guess myself in case I've made a mistake	I get a real pleasure from a lot of activities
I think the best time for a decision is when an issue comes up	I think that any situation can be made to succeed	I think that clear routines make everything easier	I'm not fazed by changing plans or approaches in midstream	I can handle anything that comes my way
I don't throw myself at things because that leads to burnout	I think that sometimes you can't get all the answers, so you have to make do with what you can get	I think that some people are doomed to failure	I don't think that just because something has always been done a certain way, it has to be done that way	If new information changes a project, I'm open to take a new approach
I'm confident in my abilities	I put a lot of energy into everything I do	I think that if something about a project is unclear, there's no point in starting it until it is clarified	I feel that even if you don't get the solution you were looking for, a project can still be successful	

Answer guide



How to Thrive Through Change

- Accept the change
 - Identify where your reluctance to change is coming from? Fear based, division, loss of scope. Be transparent about your feelings.
 - Leaders and Project Managers be sure to create safe spaces for open discussions that are supportive and empathetic
- Stay positive
 - Take time to cultivate positive thoughts
 - Use positive language
 - Examples of these words include “accomplish,” “believe,” “encouraging,” “energized,” “generous,” “kind,” “optimistic,” “progress” and “rewarding.” Using these and other words with good connotations can help you create a positive environment.
- Get a fresh perspective
 - Visualize life one year from now
 - Share with someone who's objective
 - A great way to manage your feelings of frustration and gain a new perspective on the situation is to find someone who's removed from the situation to talk to.
- Focus on what you can control
 - Allow yourself to focus on the tasks and responsibilities you have complete control over.
 - This shift in mindset, away from what you can't control, can leave you feeling happier and more fulfilled. To help yourself focus on big projects or even big obstacles, try breaking them into small pieces. Ask yourself what you can achieve today and focus on the problem or project one piece at a time. The important thing is to only try to control things you can control.
- Set new goals
 - SMART Goals – Specific, Measurable, Achievable, Relevant, and Time-Based
 - Sample Questions;
 - What do I want to accomplish?
 - Will achieving this goal have an important impact?
 - What actions will I need to take?
- Stay connected to coworkers
 - Use face-to-face communication
 - Listen to understand
 - Be present and engaged
 - Speak calmly and openly
 - Acknowledge their time

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Questions and Thank you!!