It Wasn’t My Decision: Leading through the Complexity of Change

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What we Will Cover

1. Understanding Circumstances as they relate to Emotions
2. Tying Circumstances to the Individual
3. Charting our Course and Having a Voice Through Change
Understanding Circumstances: Identifying the Type of Change

1. Strategic Change
2. Product/Service
3. Technological Change
4. Structural Organizational
5. Personnel Change
6. Attitude and Behavioral Change

Note: You might have a different type of change than you think. • You might have more than one type of change going on. • Attitudinal and behavioural changes are the most challenging
Understanding Circumstances as they relate to Emotions: One model on Reactions and Emotions

<table>
<thead>
<tr>
<th>Bridges’ Model of Transition</th>
<th>ENDING, LOSING &amp; LETTING GO</th>
<th>NEUTRAL ZONE</th>
<th>THE NEW BEGINNING</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- Emotions originally presented with change</td>
<td>- Identity Crisis</td>
<td>- Acceptance &amp; Energy</td>
</tr>
<tr>
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<tr>
<td></td>
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<td>- Uncertain</td>
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<td>• Renewed commitment to the group and role</td>
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<td>- Highlight success stories</td>
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One model on Reactions and Emotions

**ENDING, LOSING & LETTING GO**
- Originally presented with change
  - Fear
  - Denial
  - Shock + Anger
  - Sadness
  - Disorientation
  - Loss
  - Uncertainty
- The importance of acknowledging emotions

**NEUTRAL ZONE**
- FEELING lack of progress
- Skepticism and low morale
- Creativity, innovation and renewal
- Solid feedback and small wins

**THE NEW BEGINNING**
- Acceptance & Energy
  - High energy
  - Openness to learning
  - Renewed commitment to the group and role
  - Sustainability
- Mix long-term and short-term planning
- Highlight success stories

**Bridges’ Model of Transition**

Adapted from Managing Transitions, William Bridges
Charting a Course through Change: Unfreeze to Refreeze

**Change**

External decision made that impacts the workplace and its employees

This is a one time event/decision with potentially short or long term impacts

**Transition**

An internal way for each employee to address/cope/deal with the change

Internal changes require time, adaptation, etc
Implementing Change: Change Agents

Who makes a good change agent?

- Flexible, objective, committed, creative, energetic, passionate, can handle uncertainty, understand our organization, understand context, leadership, influencer, communicator.
- Bring change agents in early

It’s ok to have people oppose change!
THE 3 C’S OF EFFECTIVE CHANGE LEADERSHIP

Organizational change initiatives are more likely to succeed if leaders:

1. **COMMUNICATE**
   - Focus on the “why,” not just the “what” of the change, to increase buy-in.

2. **COLLABORATE**
   - Break down silos, encourage boundary spanning, don’t tolerate competition.

3. **COMMIT**
   - Model persistence, adapt to challenges, and stay positive and patient.

Center for Creative Leadership®
The 3 Cs, in more details: COMMUNICATE

1. Paint the Picture
2. Know What, Why & How
3. Keep People Front of Mind
4. Communicate with Transparency
5. Emphasize the benefits
The 3 Cs, in more detail: COLLABORATE

1. Set Outcomes and Goals
2. Identify and Collaborate with Change Agents
3. Provide plenty of training
4. Check-in regularly
The 3 Cs, in more detail: COMMIT

1. Make it Happen
2. Keep up the momentum
3. Lead by Example: be the change!
What if....

• Some of these steps are not feasible?

• The change leads to layoffs and operational cuts?

• “Higher-ups” are requesting the change but are not adopting these best practices in the way they implement the change?

1. Paint the Picture
2. Know what, why and how
3. keep People Front of mind
4. Communicate with Transparency
5. Emphasize benefits
6. Set Outcomes and Goals
7. Identify and Collaborate with Change Agents
8. Provide plenty of Training
9. Check-in regularly
10. Make it Happen
11. Keep up the momentum
12. Lead by Example: be the Change!
Finding your voice through the change

• Pick your battles (priorities)
• Think of yourself as a front-line consultant to your organization and provide solutions to challenges
• Take ownership of a specific task within the change-project
• Manage your manager’s expectations
• Attend meetings and ask questions (request if not offered)
• While many elements of the change may lie outside of your control, ask yourself: “what is in my control?” Take full ownership of what you can manage and apply the change management tips and tricks we’ve discussed here.
Create a Culture of Change

**Hire right:**
- Ask scenario based interview questions and throw in a curve ball, set expectations to welcome change and innovation, ask them about an innovative project they’ve worked on, do group interviews to see how adaptable and open minded individuals are to group ideas

**Make conversations about change common place:**
- In meetings/planning/conversations, ask how something can be done differently. Challenge the status quo. Can this be done better?

**Make changes easy to implement:**
- Flat organizations with little red tape or bureaucracy can push change through faster and easier

**Be ok with imperfection**
- Don’t come down hard on people if a change didn’t work. Learn from it. Encourage people to innovate and feel ok taking risks.

**Have a grassroots network**
- Bring in diverse voices who have a real pulse on the realities of their department/process/team etc.
Summary & Conclusion

1. Acknowledge the emotional impact of the change
2. Chart your course through change
3. Implement change through various circumstances
4. Ensure you have a say in the change process
Resources


[https://www.ccl.org/leadership-solutions/organizational-leadership/change-leadership/](https://www.ccl.org/leadership-solutions/organizational-leadership/change-leadership/)