



Building better: embracing the opportunity of change

Objectives

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- Deepen awareness of two dimensions of change

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- Explore phases of change done “to” us

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- Explore phases of change done “by” us

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- Deepen awareness of two dimensions of change
- Explore phases of change done “to” us
- Explore phases of change done “by” us
- Discover ways to move forward

Change done
to me is...

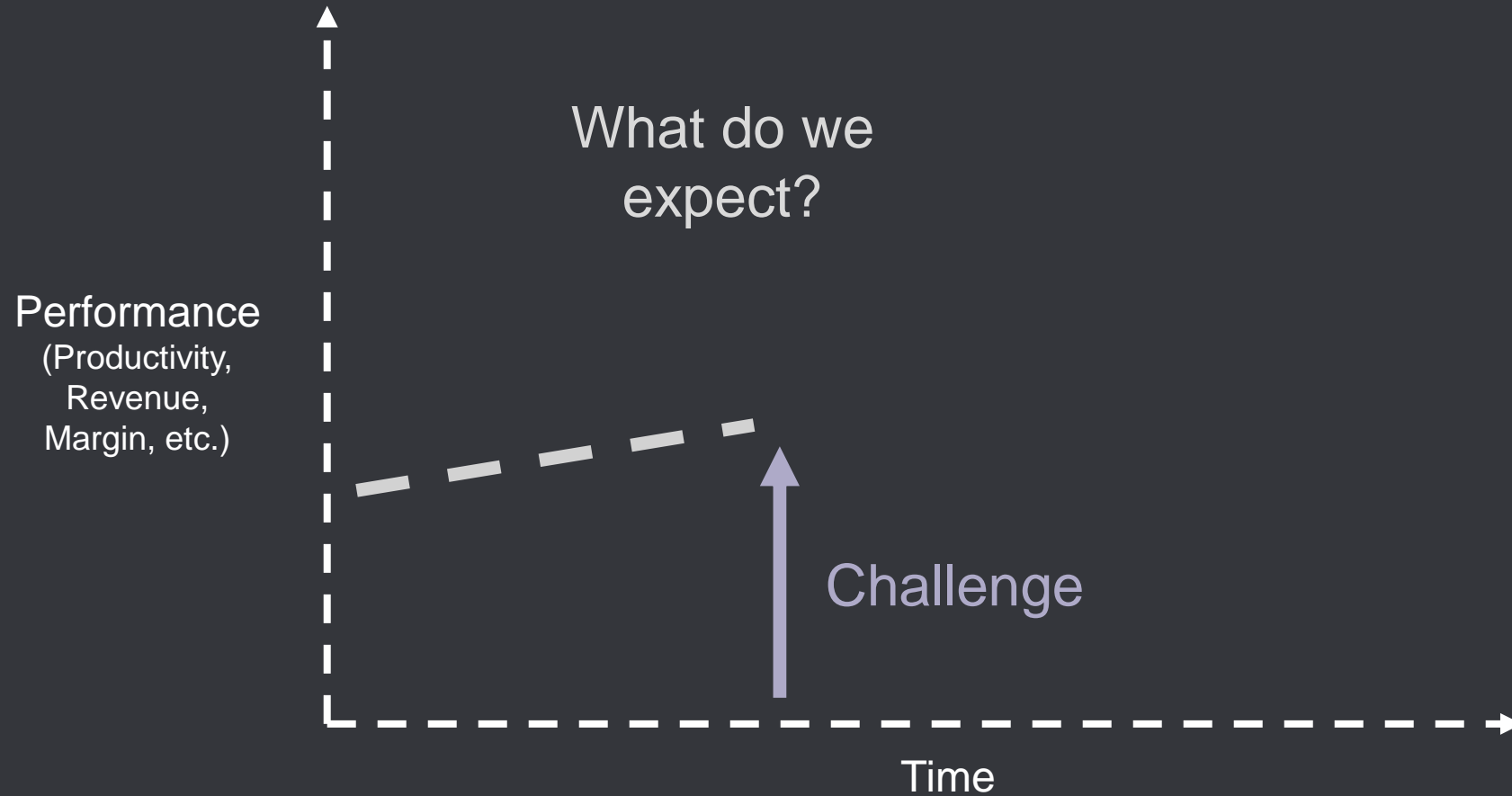


Change done
by me is...

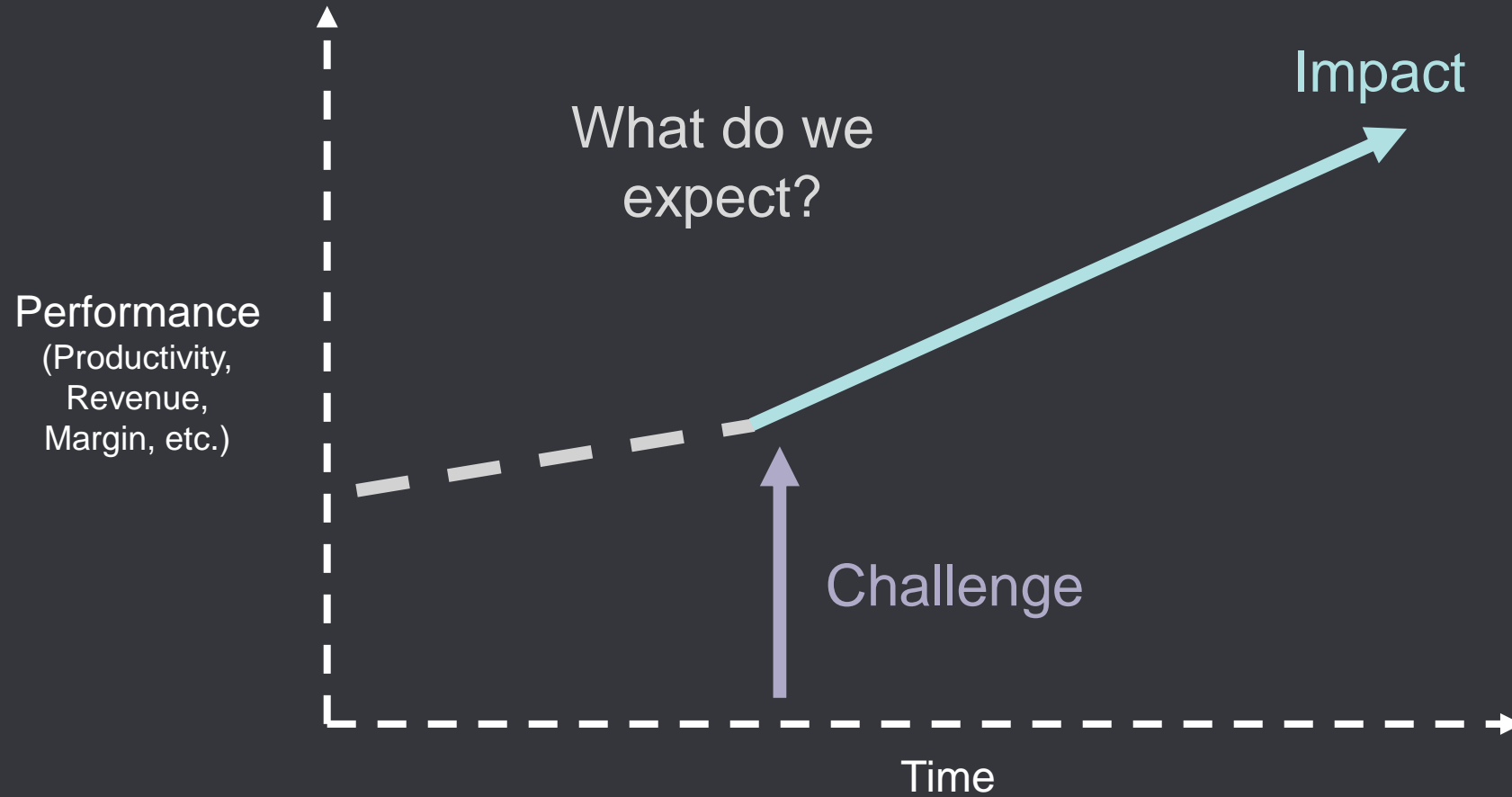


Change is hard.

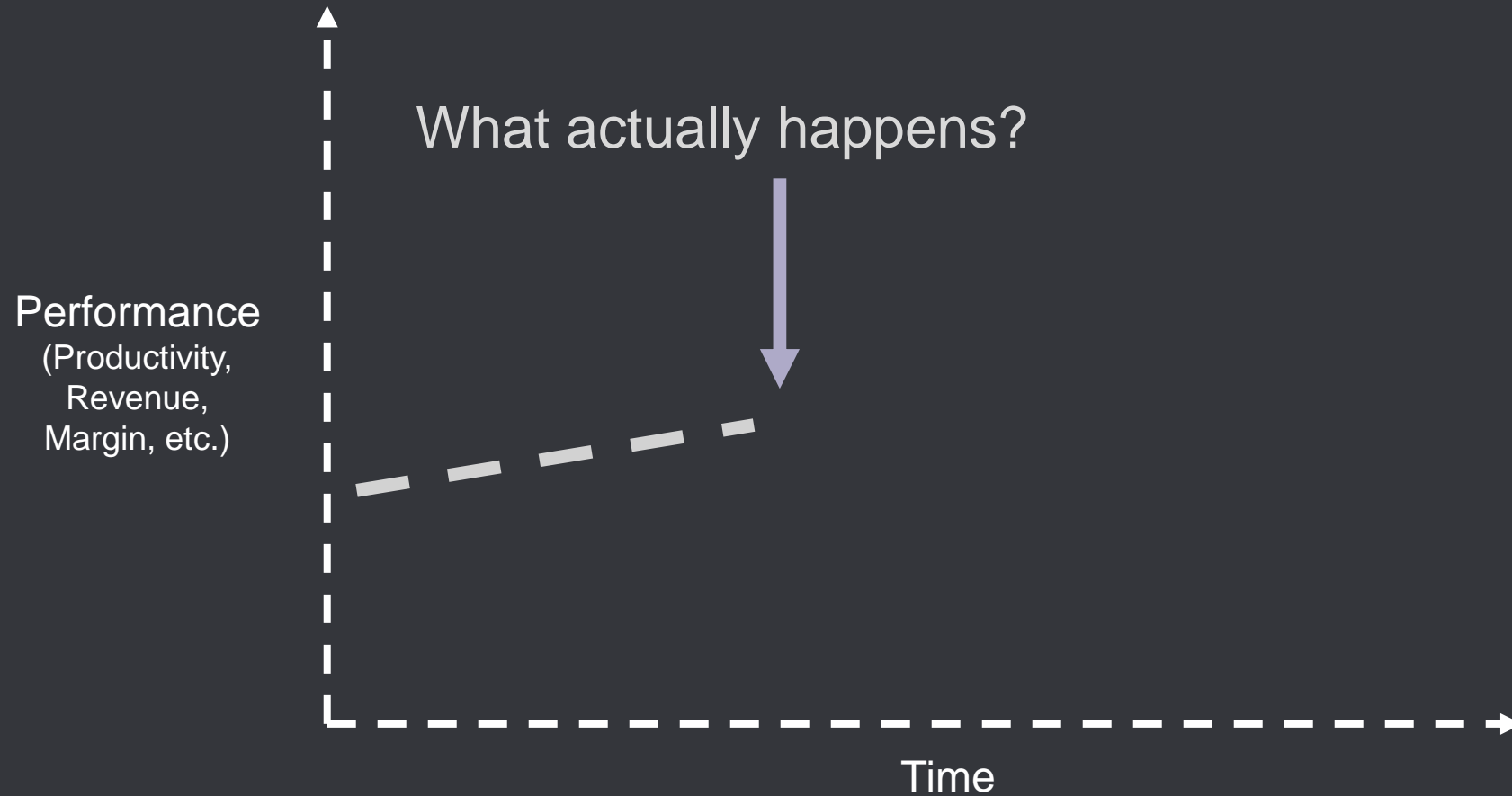
The journey from challenge to impact



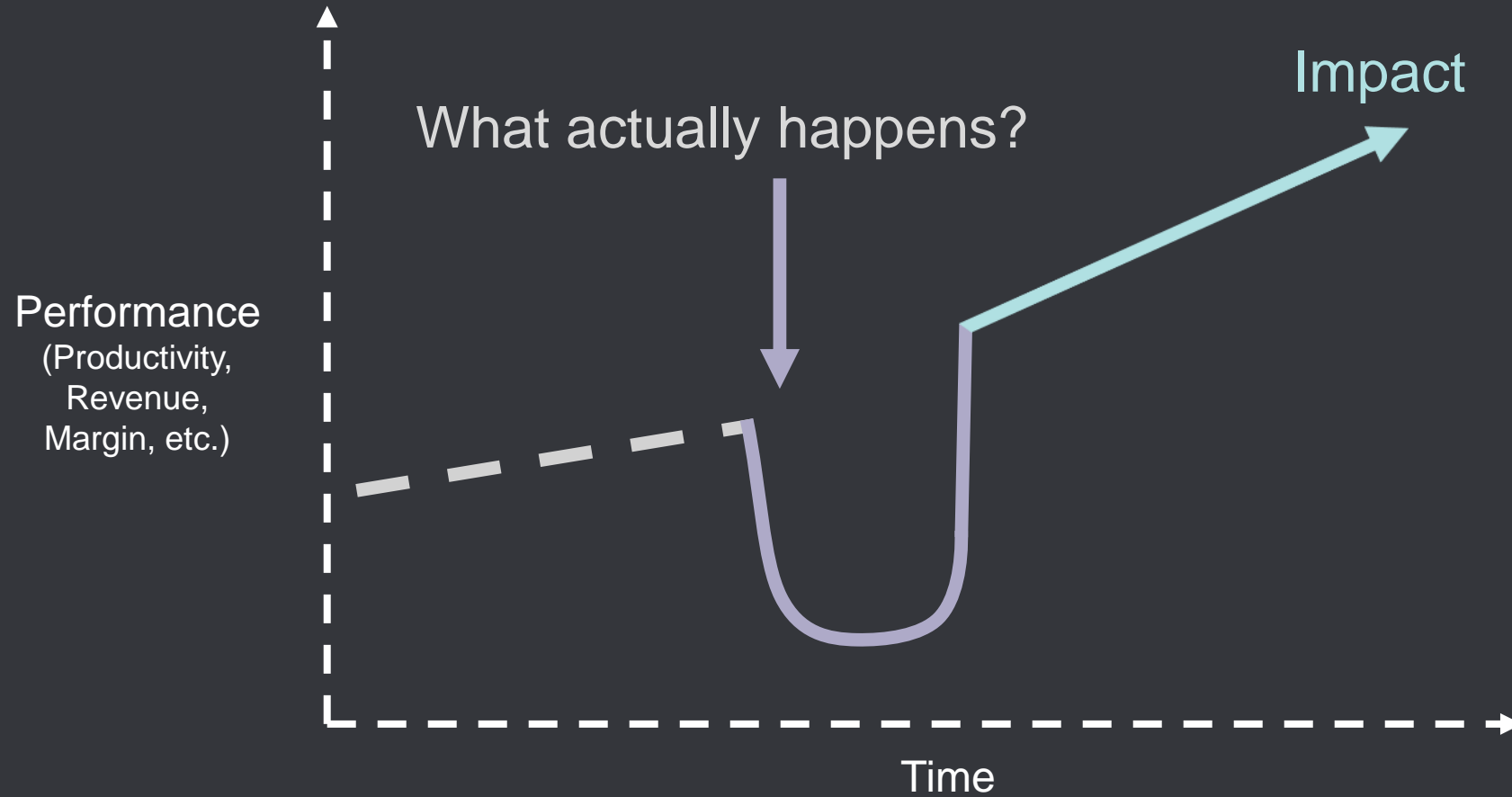
The journey from challenge to impact



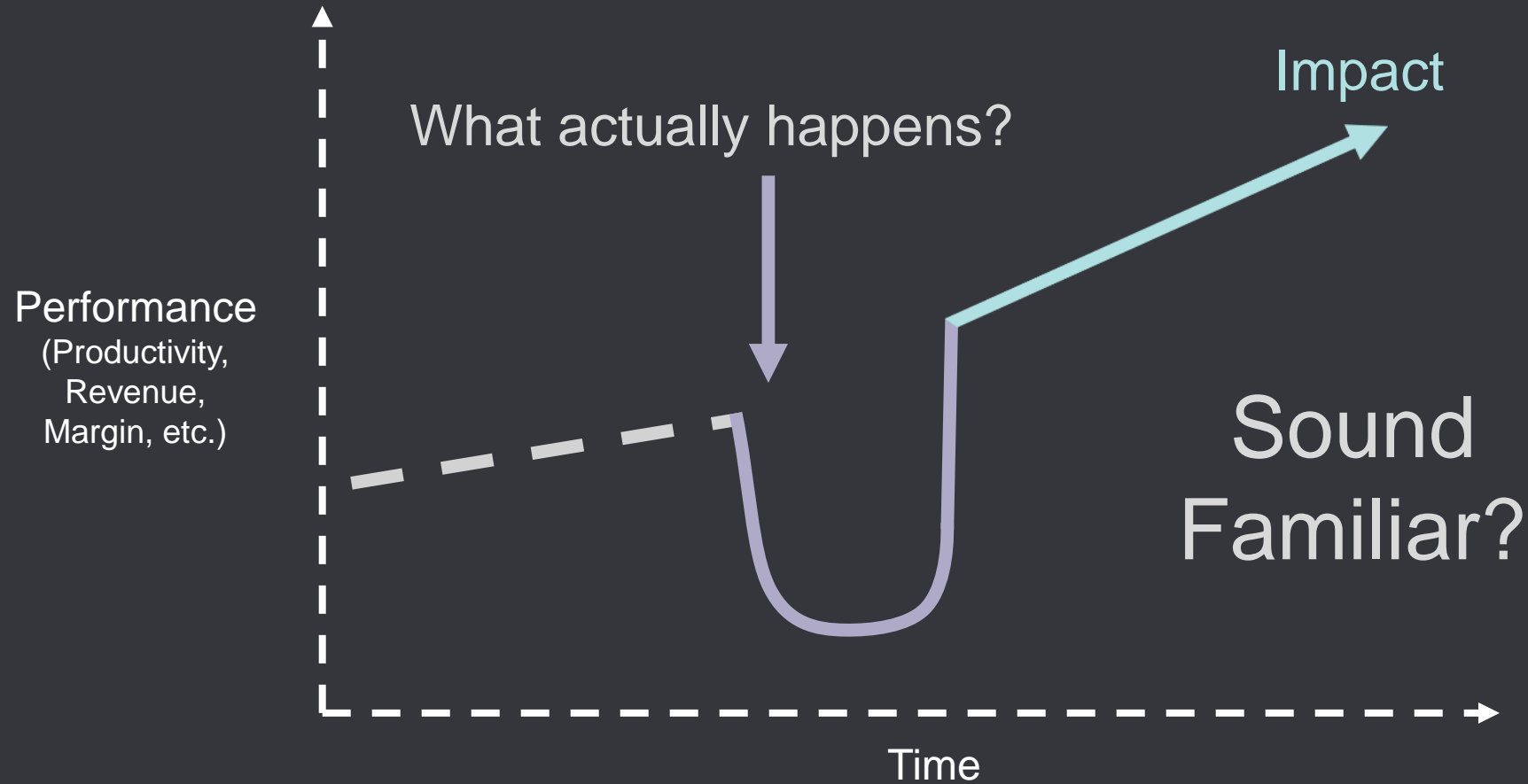
The journey from challenge to impact



The journey from challenge to impact



The journey from challenge to impact



McKinsey Study

66%
failed

McKinsey Study

95%
had it “right”
on paper

Two Dimensions of Change



Two Dimensions of Change

Structural Event

- Reengineering
- New Technology
- Merger / Acquisition
- Reduction in Force / Layoffs
- New Reporting Structure
- New Location
- Regulatory Requirements

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Psychological Response

- The process we go through to adjust to the new situation (fear, excitement, anxiety, suspense, disappointment)
- Emotions

Organizations don't change.

People do.

Leading

the 4 Phases of Change

Leading

the 4 Phases of Change


Done “TO” me

Leading

the 4 Phases of Change

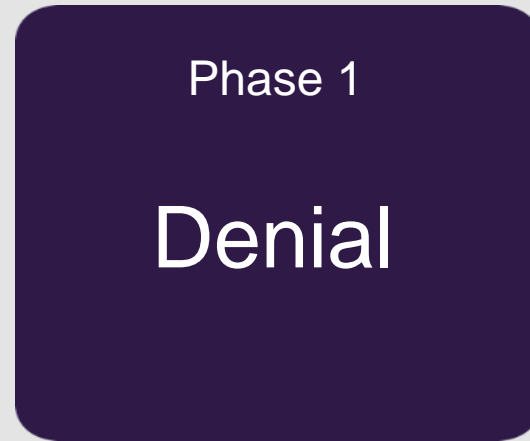
Done “TO” me

Done “BY” me

A man with grey hair and a beard, wearing glasses and a pink shirt, is sitting at a desk. He is looking out a window on the left side of the frame. His hand is resting on his chin, suggesting a thoughtful or contemplative state. In the background, there is a wall covered with many small, colorful photographs or cards. A dark, rounded rectangular overlay is positioned on the right side of the image, containing white text.

Change done
“to” me

Change done “to” me: The Change Curve – Denial



Change done “to” me: The Change Curve – Resistance



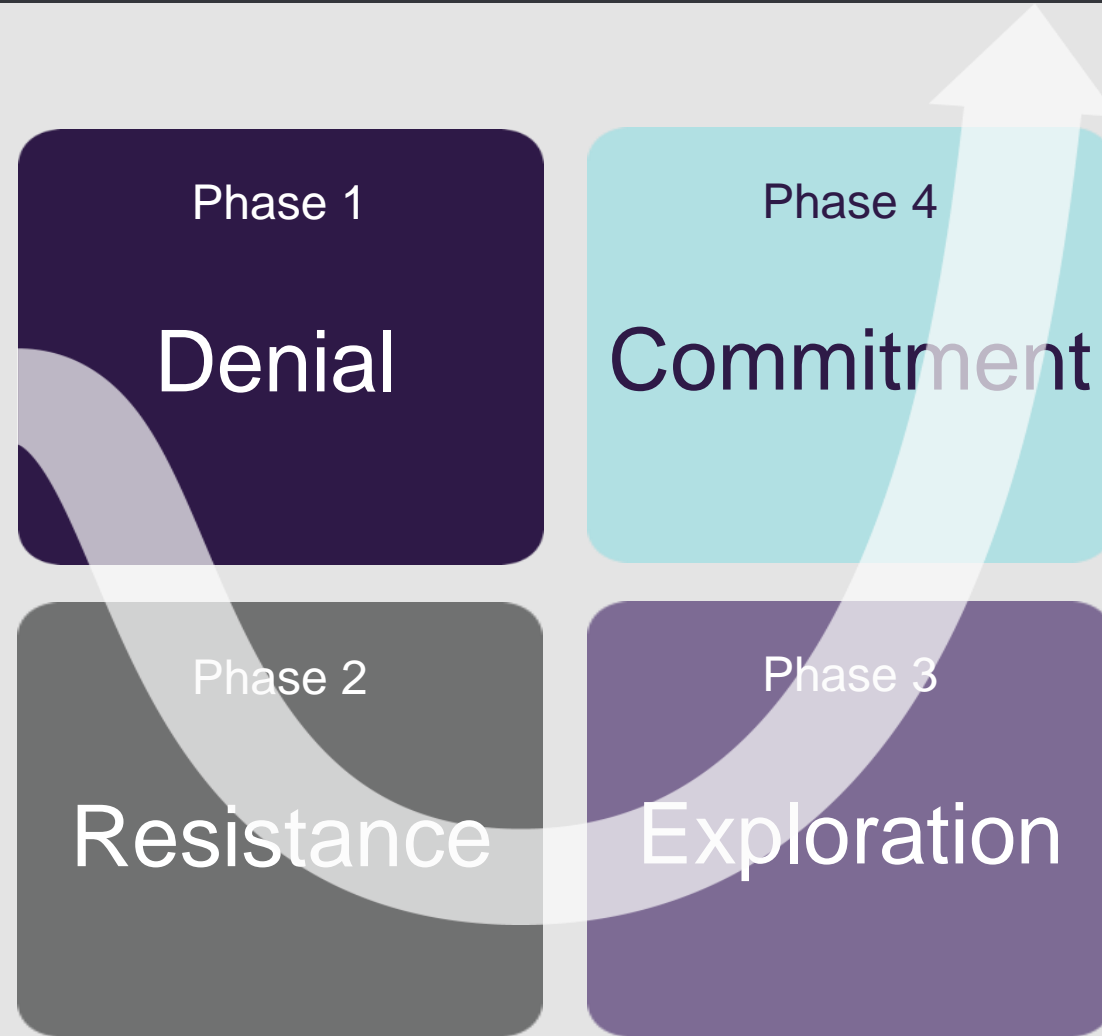
Change done “to” me: The Change Curve – Exploration



Change done “to” me: The Change Curve – Commitment



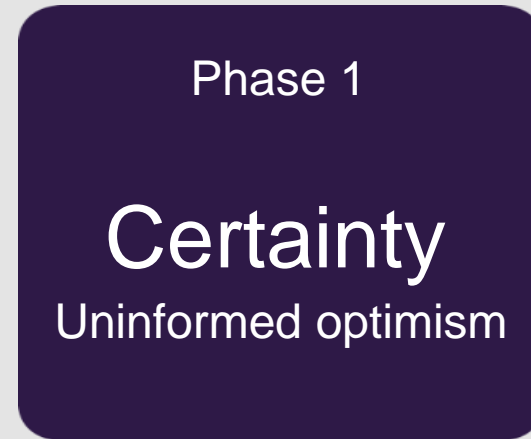
Change done “to” me: The Change Curve



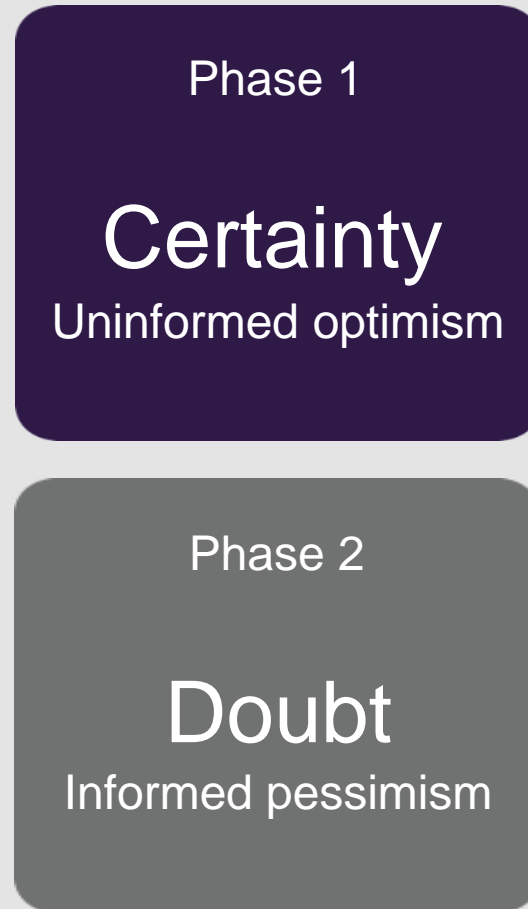
Change done
“by” me



Change done “by” me: The Change Curve



Change done “**by**” me: The Change Curve



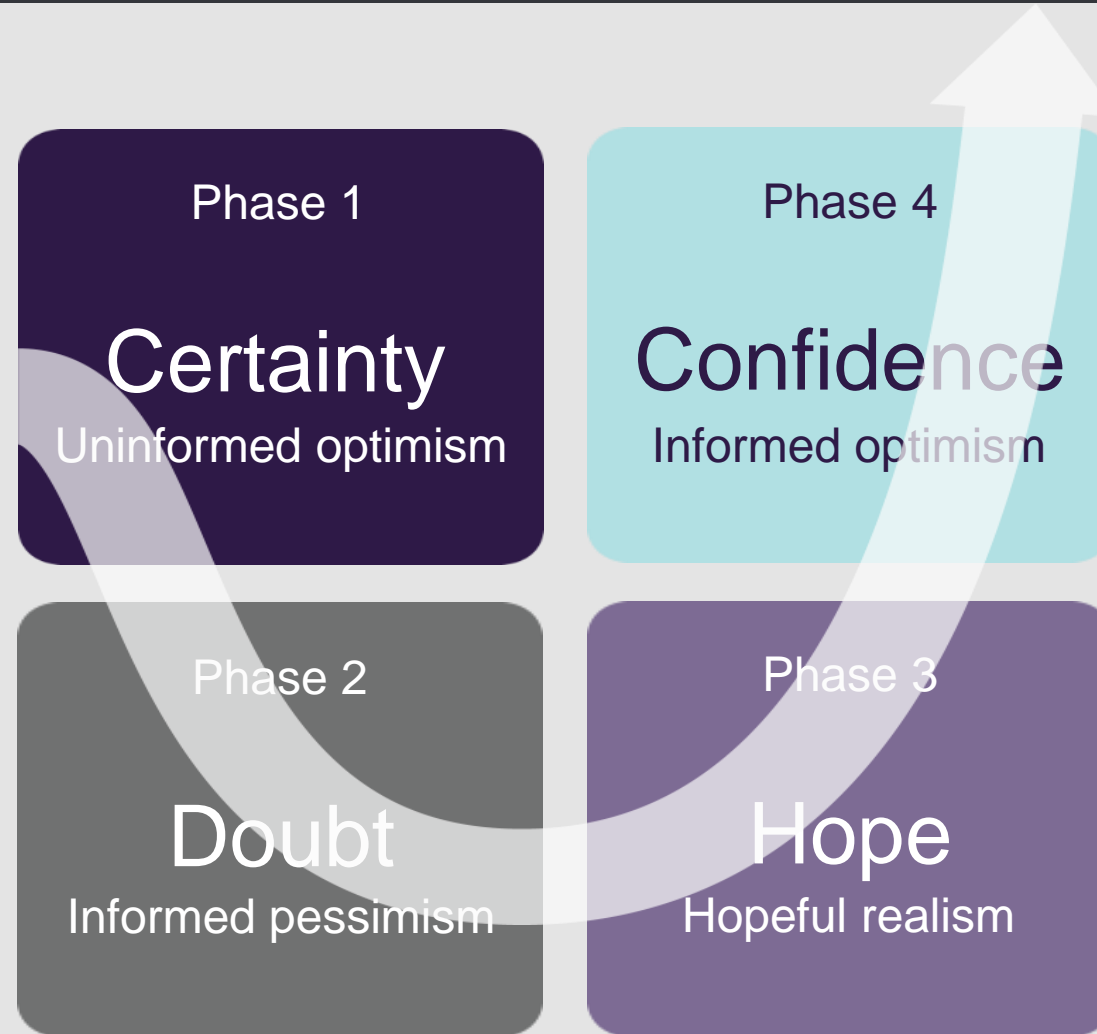
Change done “**by**” me: The Change Curve



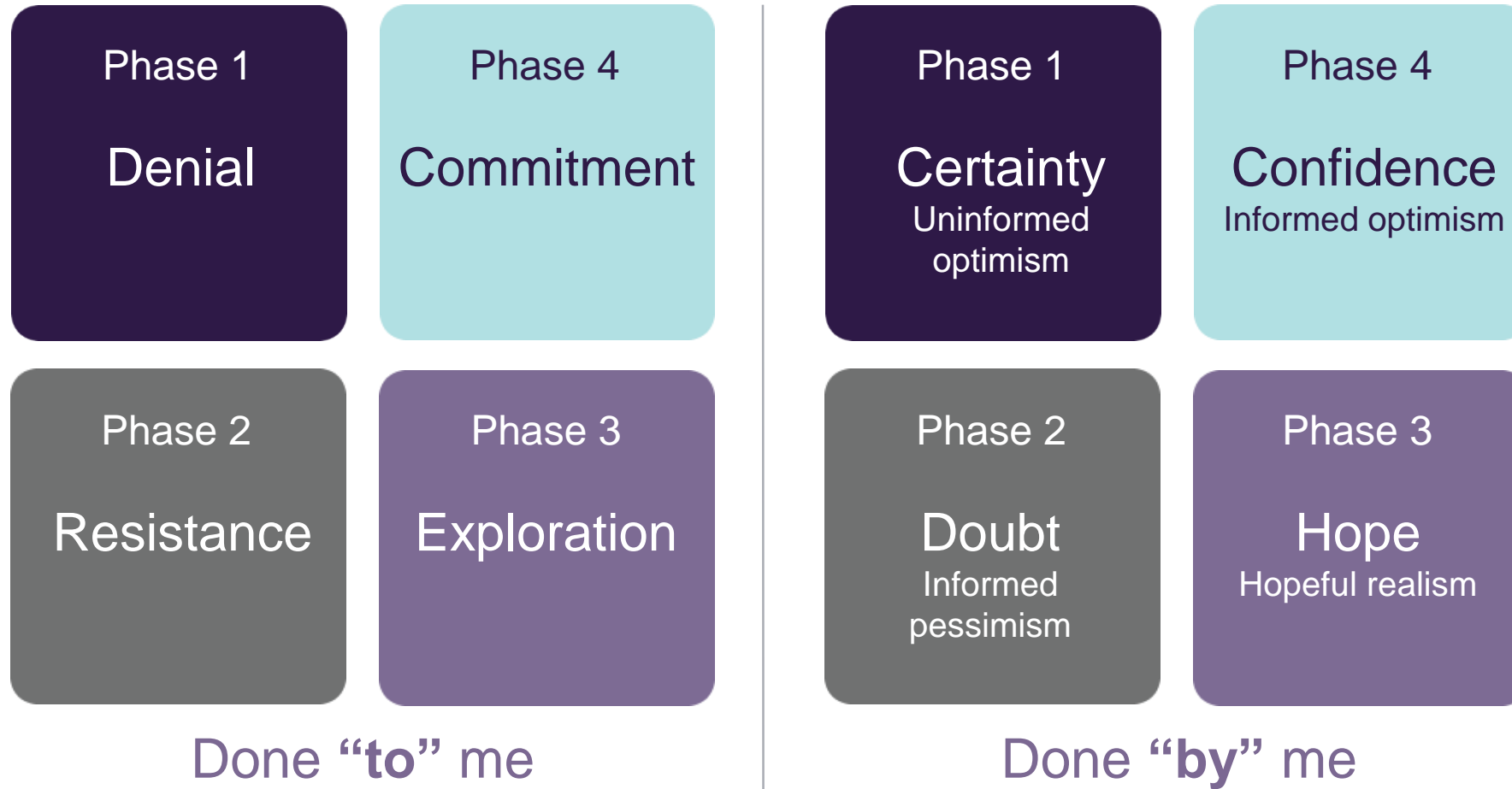
Change done “**by**” me: The Change Curve



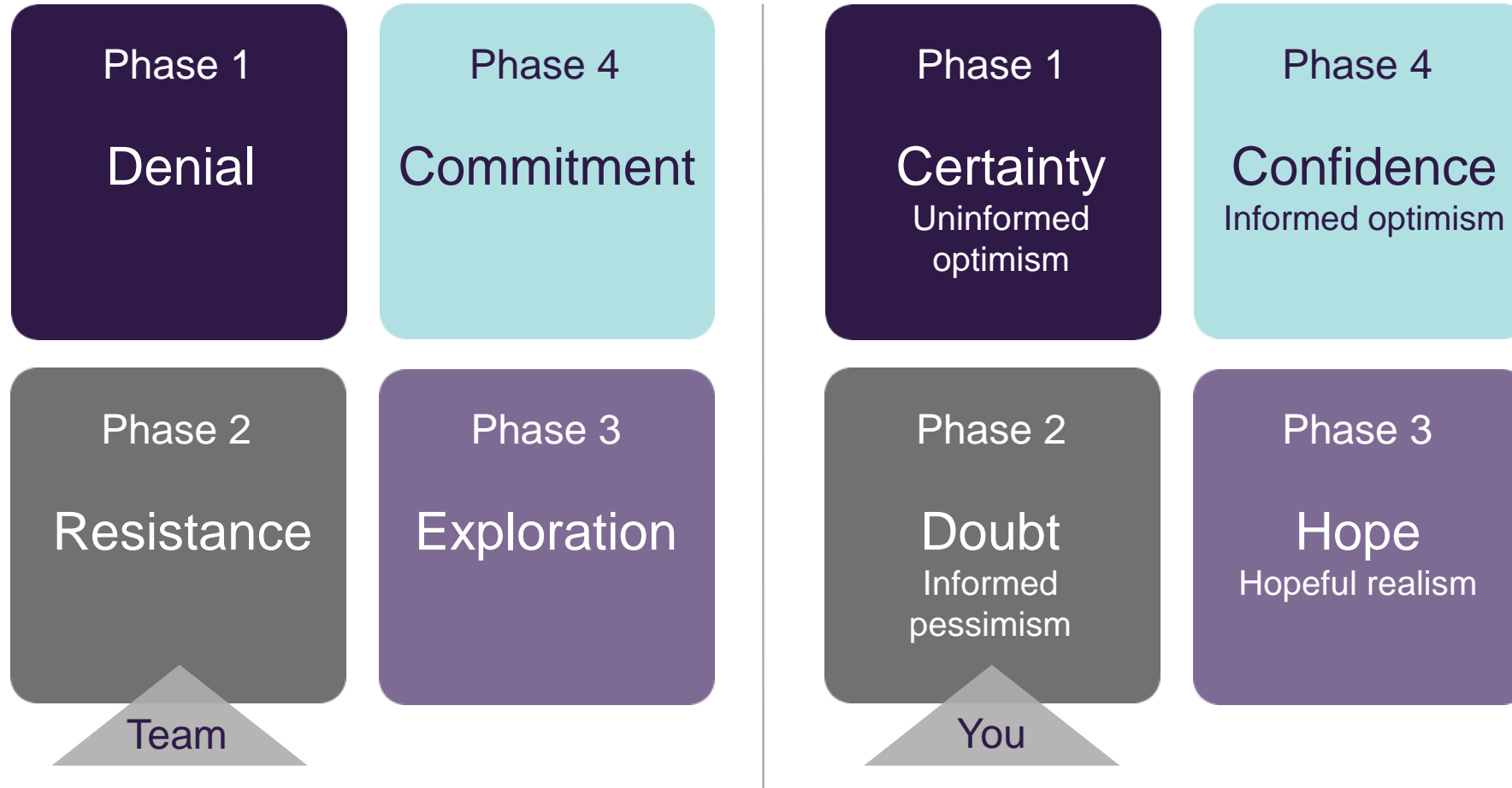
Change done “**by**” me: The Change Curve



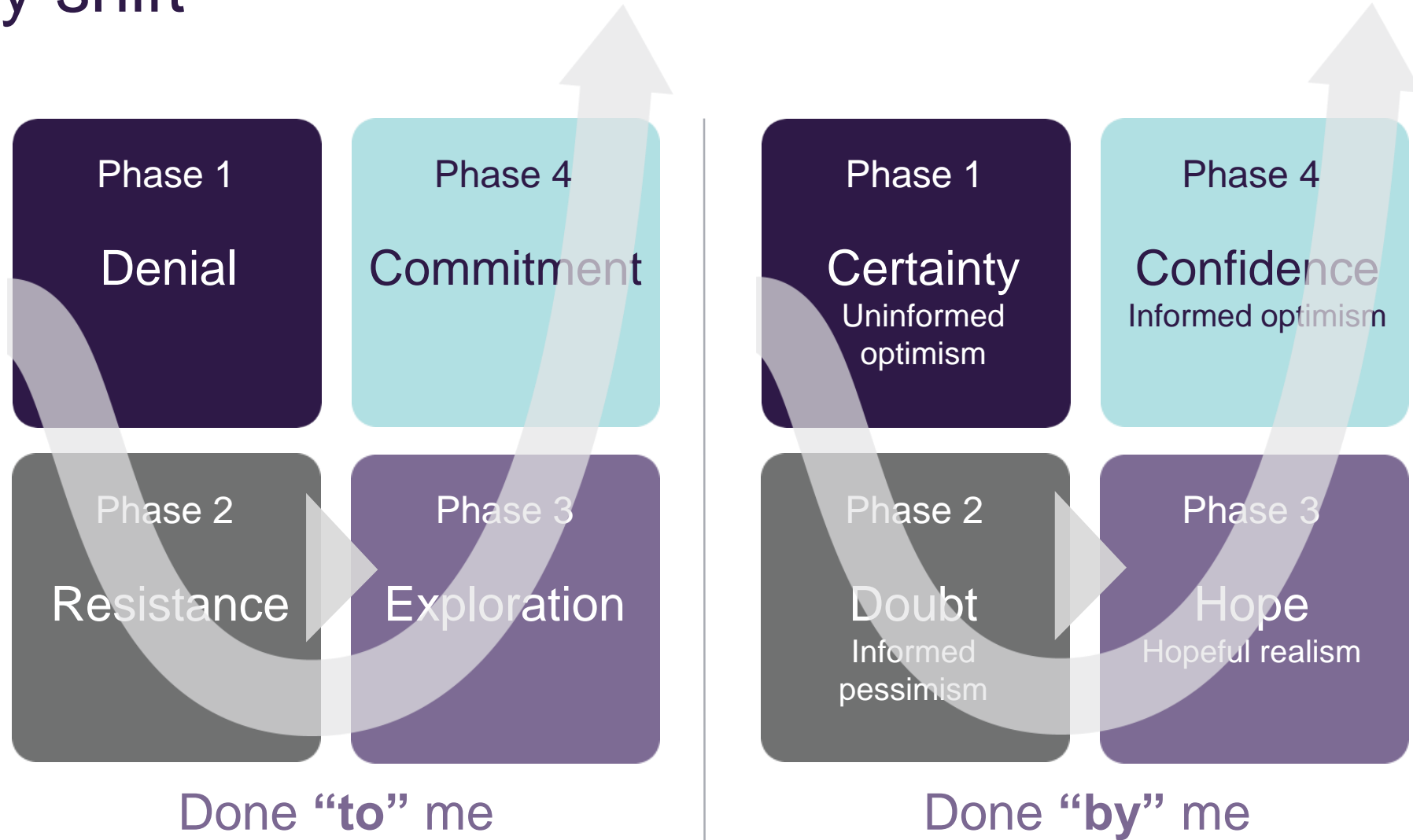
The best leaders pay attention to both



Where change goes to die



The key shift



The best leaders know

The best leaders know

How to SEE

The best leaders know

How to SEE
What to DO

The best leaders know

How to SEE

What to DO

How to BE

Doubt to hope

How to see

Doubt to hope

How to see

Vision

Doubt to hope

How to see

Vision
Opportunity vs. problem?

Doubt to hope

How to see

Vision
Where's my growth?

Doubt to hope

What to do

Doubt to hope

What to do

One step
forward

Doubt to hope

How to be

Doubt to hope

How to be

Values

Doubt to hope

How to be

Purpose

Doubt to hope

See

What's our vision?
What's the opportunity?
Where's the growth?

Doubt to hope

See

What's our vision?
What's the opportunity?
Where's the growth?

Do

What's one step forward?

Doubt to hope

See

What's our vision?
What's the opportunity?
Where's the growth?

Do

What's one step forward?

Be

Values: How do I need to show up?
Purpose: What's our "why"?

The curve
happens with
every change



The best
leaders shrink
the curve
consistently





begin your journey