



Navigating and Leading Change in a Professional Environment

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June 6, 2017

WHY IS CHANGE SO HARD?

Change comes with **uncertainty**

Neuroscience research indicates that our brain hates uncertainty! It interprets uncertainty as a **threat**

In a threat state, we feel **stress**, **frustration**, **fear**, and our brain is deprived of oxygen and glucose!

PREFRONTAL CORTEX

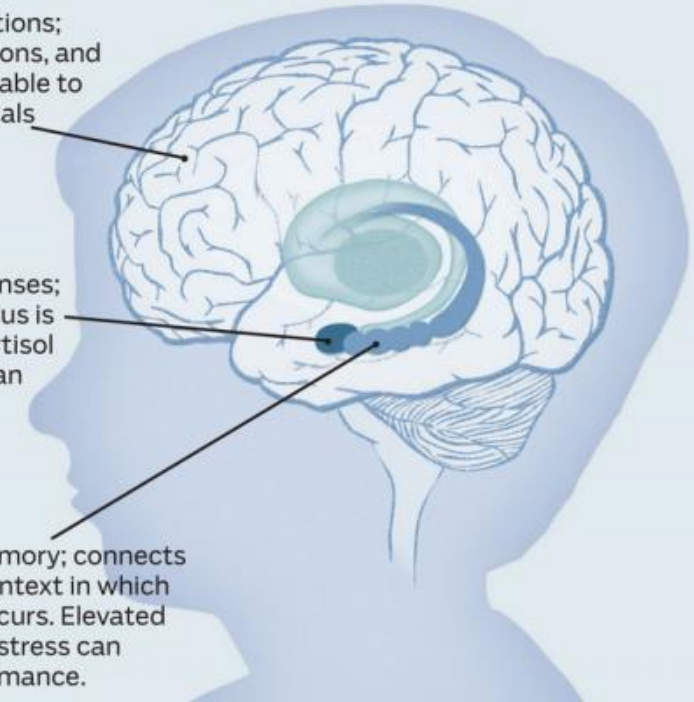
Center of executive functions; regulates thought, emotions, and actions. Especially vulnerable to elevation of brain chemicals caused by stress.

AMYGDALA

Triggers emotional responses; detects whether a stimulus is threatening. Elevated cortisol levels caused by stress can affect activity.

HIPPOCAMPUS

Center of short-term memory; connects emotion of fear to the context in which the threatening event occurs. Elevated cortisol levels caused by stress can affect growth and performance.




ROBERT KEGAN
LISA LASKOW LAHEY

Authors of *How the Way We Talk Can Change the Way We Work*

IMMUNITY TO CHANGE

HOW TO OVERCOME IT AND
UNLOCK THE POTENTIAL
IN YOURSELF AND
YOUR ORGANIZATION

HARVARD BUSINESS PRESS



When heart doctors tell their seriously at-risk heart patients they will literally die if they do not make changes to their personal lives, only **one in seven** is actually able to make the changes. That's **14%**!

Only **6%** of leaders are successful in influencing the behavior of employees

94% of dysfunctional behaviours persist for a year or longer in organizations

1/3rd of these problems persist for more than 10 years!

The *New York Times* Bestseller


— REVISED and UPDATED SECOND EDITION —
NEW CASE STUDIES • APPLICATIONS • RESEARCH

Influencer

The
New Science
of Leading
Change

Joseph Grenny • Kerry Patterson
David Maxfield • Ron McMillan • Al Switzler

From the bestselling authors of
crucial conversations

A dark grey arrow points to the right from the left edge of the slide. Below it, several thin, curved lines in shades of blue and grey sweep across the left side of the slide.

A person's reaction to organizational change *“can be so excessive and immediate, that some researchers have suggested it may be easier to start a completely new organization than to try to change an existing one.”*

~ Kenneth Thompson and Fred Luthans



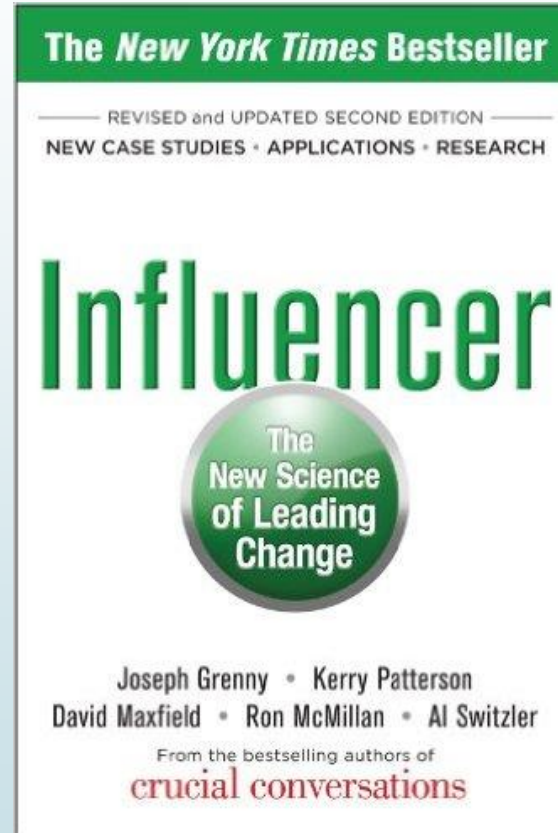


LEARN TO SURF THE VUCA WAVE

Volatile Uncertain Complex Ambiguous



LEADING CHANGE IS ABOUT INFLUENCE



**Named The Change Management
Approach of the Year
by MIT Sloan Management Review**

Influencer Model



③

How will you motivate and enable change?

②

What few behaviors will lead to the greatest amount of change?

①

What do you want to achieve?



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THE INFLUENCER MODEL IN ACTION

- ▶ [Video](#): All Washed Up! (Hyrum Grenny, Vital Smarts)



EXERCISE

- Clarify Measurable Results
- Find Vital Behaviours

SIX SOURCES OF INFLUENCE™

	MOTIVATION	ABILITY
PERSONAL	<p>1</p> <p><i>Personal Motivation:</i> Do they want to engage in the behavior?</p> <p>MAKE THE UNDESIRABLE, DESIRABLE</p>	<p>2</p> <p><i>Personal Ability:</i> Do they have the rights skills and strengths to do the right thing?</p> <p>HELPING THEM SURPASS THEIR LIMITS</p>
SOCIAL	<p>3</p> <p><i>Social Motivation:</i> Are other people encouraging and/or discouraging behaviors</p> <p>HARNESS PEER PRESSURE</p>	<p>4</p> <p><i>Social Ability:</i> Do others provide the help, information, and resources required at particular times</p> <p>FIND STRENGTH IN NUMBERS</p>
STRUCTURAL	<p>5</p> <p><i>Structural Motivation:</i> Are systems rewarding the right behavior and discouraging ineffective actions?</p> <p>DESIGN REWARDS AND DEMAND ACCOUNTABILITY</p>	<p>6</p> <p><i>Structural Ability:</i> Are there systems that keep people in place and on progress?</p> <p>CHANGE THE ENVIRONMENT</p>



EXERCISE

- Diagnose the six sources of influence
- 

SIX SOURCES OF INFLUENCE™

	MOTIVATION	ABILITY
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EXERCISE

- ➡ Use the six sources of influence
- 

**1
Visible
commitment**

To being more excited and inspired in my work by connecting more with my own passions, and trusting more my own distinctiveness

**2
Doing/not doing
instead**

I work at things I am not that interested in (because I feel I must).

I work in ways that are more routine, more established (because I feel that is what is expected).

**3
Hidden competing
commitments**

To being well regarded by those who evaluate me

To not running any reputational, social, economic risks

To not looking unsuccessful

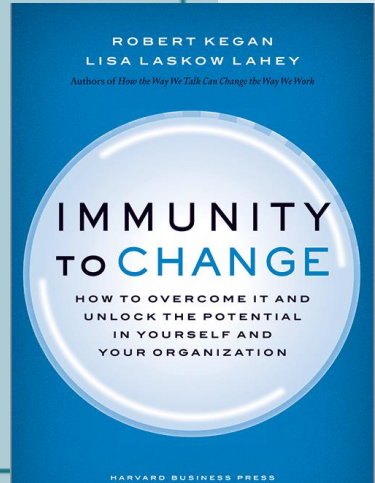
**4
Big assumptions**

I assume my safest route to success is to perform exceptionally well in ways that are expected and well established.

I assume that if I am not highly regarded I will be a failure.

To not pushing an unknown/unproven trail

**SAMPLE
IMMUNITY TO CHANGE
X-RAY**





QUESTIONS?



SOURCES AND RESOURCES



► Websites:

- Vitalsmarts.com

► Articles:

- **Leading Change: Why Transformation Efforts Fail** by Kotter, J. Harvard Business Review, 1995

► Books:

- **Influencer: The New Science of Leading Change** by Grenny, J., Patterson, K., Maxfield, D., McMillan, R., & Switzler, Al., 2013
- **Immunity to Change: How to Overcome it and Unlock Potential in Yourself and Your Organization** by Kegan, R., & Lahey, L., 2009