The Art of Mastering Change
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The Art of Managing Change® Workshop was presented by:
Steve Jefferies, Managing Partner, Talaria Group.
98 Parklane Crescent, Meaford, ON
Tel: 519-379-4026
E: steve_talaria@rogers.com

Enjoy!

For information about Talaria Group Workshops please call Steve. He’d be happy to chat with you about your needs.

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“THERE IS NOTHING PERMANENT EXCEPT CHANGE”

- Heraclitus 540 BC
Since the Big Bang

- Creation of the Universe: 20,000 Million Years Ago
- Creation of the Earth: 4,500 Million Years Ago
- Plants: 3,000 Million Years Ago
- Animals: 135 Million Years Ago
- Humans: 20 Million Years Ago
- Machines: 1 Million Years Ago
- Monkeys: Today
- Tools: Today
- Atoms: Today
One Second = One Year

The Universe was created (20,000 m. yrs.)
The Earth was created
Plants
Animals
Reptiles
Monkeys
Primitive Man
Tools
Pyramids, writing
Great Religions (600 B.C.)
Science (Archimedes 6 A.D.)
Gun Powder (1100 A.D.)
Steam Engine

700 yrs.
150 yrs.
100 yrs.
20 yrs.
7 yrs.
January 1
December 19
December 31
December 31
December 31
December 31

1:00 am
10:30 pm
11:20 pm
11:22 pm
11:45 pm
11:56 pm
The Last Two Minutes

Cars
Airplanes
Hovercraft

Telephones
Radio
Movies
Television

Electricity
Nuclear Power
Valves
Transistors
Silicon Chips
Shortening Gap Between Invention and Production

- 112 years for Photography (1727 - 1839)
- 56 years for Telephone (1820 - 1876)
- 35 years for Radio (1867 - 1902)
- 15 years for Radar (1925 - 1940)
- 12 years for Television (1922 - 1934)
- 6 years for Atomic Bomb (1939 - 1945)
- 5 years for Transistor (1948 - 1953)
- 3 years for Integrated Circuit (1958 - 1961)
Economic Ages
Economic Ages

- Power
- Order
- Predictability
- Control

Designed with purpose to exert:
Economic Ages

- Agricultural Economy
- Pre-Industrial Craft Economy
- Mass Production Economy
- The New Networked Economy

Timeline:
- 1700
- 1750
- 1800
- 1850
- 1900
- 1950
- 2000
- 2050
Transition

The most confusing time
Incremental Steps

Incremental changes are step by step modifications of the present
Transformational change is more difficult to predict and tends to be complex, messy and confusing.
Adaptability Can Be Harmful To Your Health
The Start of a Revolution
Transformational Change
Transformational Change

9. Continuous Quest for Improvement
8. Mastery
7. Reframing
6. Creative Breakthrough
5. Confusion and Ambiguity
4. Experimenting and Risk-taking
3. Tension for Change
2. Changing Values and Vision
1. Dissatisfaction
Transformational Change

1. Dissatisfaction

2. Changing Values and Vision

3. Tension for Change

Initiation Phase

External  Internal
Transformational Change

Uncertainty Phase

4. Experimenting and Risk-taking

5. Confusion and Ambiguity
Dissonance—The Temptations to Opt Out

External Change

Internal Change

DO NOTHING/INDECISION

FEAR OF FAILURE OR EVEN SUCCESS

DOUBT AND PERPLEXITY

PANIC AND FRUSTRATION

DESIRE TO RETURN TO THE STATUS QUO

1. Dissatisfaction

2. Changing Values & Vision

3. Tension for Change

4. Experimenting and Risk-taking

5. Confusion/Ambiguity

Initiation Phase

Uncertainty Phase
Initiating Change

1. Describe a current dissatisfaction in your personal or professional life) which you are experiencing.

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
Initiating Change

2. Describe your vision of how much better things could be.

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
Initiating Change

3. Does the difference between 1 and 2 make you want to close the gap?.

Yes ☐  No ☐
Initiating Change

4. List the things you could try/experiment with to move closer to the vision. ____

_____________________________________________________

_____________________________________________________

_____________________________________________________

_____________________________________________________

_____________________________________________________

_____________________________________________________
Initiating Change

1. With your table mates describe a situation at work that you would like to change.
2. Describe your vision of how much better it could be.
3. Collect ideas of what you could do.
Tension for Change - a formula

\[ V + V - CR = TFC \]

\[ V \ (Values) + V \ (Vision) - \ CR \ (current \ Reality) = TFC \ (Tension \ for \ Change) \]
Transformational Change

7. Reframing

6. Creative Breakthrough
Transformational Change
Consonance—The Buy-Ins

External Change ➔ Internal Change

9. Continuous Quest for Improvement

Satisfaction ➔ New Insights ➔ Elation

8. Mastery

7. Reframing

6. Creative Breakthrough

Competence Phase ➔ Breakthrough Phase
Transformational Change

1. Dissatisfaction
2. Changing Values and Vision
3. Tension for Change
4. Experimenting and Risk-taking
5. Confusion and Ambiguity
6. Creative Breakthrough
7. Reframing
8. Mastery
9. Continuous Quest for Improvement
Framing and Reframing

Frames:

“Mental Structures that shape the way we see the world”

Fact: 90% of coronary – bypass surgery go back to their old behaviour after 6 months

Fact: The odds are 9 to 1 you will not change

Fact: Most epiphanies fade in about 2 weeks
Why is that?

• Most pop psychologists believe you can have change by talking.
• Many professionals believe fear is a motivator.
• Here’s the problem…..
The Evolution of the Brain

600 Million years ago  2 Million  40,000  Today
Think of your brain as ..

Straight ahead is water!

Turn left!!!

Jonathan Haidt
Lasting Change

- Lasting change can come only by retraining the elephant,

... and that’s hard to do!
Seven things to Remember About Your Behaviour

1. Behaviour is everything you say and do
2. You learn behaviours
3. People observe ALL your Behaviour ALL the time
4. Conclusions are based on your Behaviour
5. Behaviour breeds Behaviour
6. You can CHOOSE your Behaviour
7. Your Behaviour will help or hinder
You have been asked to make a speech in public.
You have been asked to make a speech in public

Oh, no!

External Event

Internal Thought
The Feeling

You have been asked to make a speech in public

Oh, no!

Anxiety, palpitations
The Behaviour

**Seen**
- You have been asked to make a speech in public

**External Event**

**External Behaviour**
- No thanks!

**Unseen**
- Oh, no!

**Internal Thought**

**Internal Feeling**
- Anxiety, palpitations
The Internal Approach

Seen

External Event

Internal Thought

External Behaviour

Unseen

Which might result in what behaviour?

What is another thought you could have?

What feeling might result?
The External Approach

External Event → External Behaviour

Internal Thought → Internal Feeling

Seen: Lots of opportunities to practice public speaking
Unseen: This isn’t so bad after all!

Forced behaviour
The Combination Approach

**Seen**
- *Lots of opportunities to practice public speaking*
- External Event
- External Behaviour

**Unseen**
- *What is another thought you could have?*
- Internal Thought
- Internal Feeling

- Forced behaviour
- This isn’t so bad after all!
Five Essential Skills

1. Being crystal clear about your values and vision

5. Being a team player

4. Being a win-winner ($\text{Win}^2$)

3. Being a creative problem solver

2. Being an opportunistic learner
Changing Values & Vision

Values:

- are those things that are important to us
- are our road maps
- guide our actions and behaviour
The Importance of Values

Life Values

Organizational

Issue Values

Personal

Situational
Values

Personal
- Work
- Financial
- Social
- Learning
- Family
- Spiritual

Organizational
- Clients
- Productivity
- Image
- Growth & Innovation
- Earnings
- Relationships
Values Exercise
Vision

“When you don’t know where you’re going, any road will get you there.”
- unknown

Vision without action is a daydream. Action without vision is a nightmare.
- Japanese Proverb

Where there is no vision, the people perish.
- Proverbs
Vision

- Should be inspiring
- Should be a stretch
- You should want to get there

"I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the earth."

John F. Kennedy 1963
Vision

• At your table discuss your vision for your organization
Five Essential Skills

1. Being crystal clear about your values and vision

2. Being an opportunistic learner

3. Being a creative problem solver

4. Being a win-winner (Win²)

5. Being a team player

Competence Phase

Initiation Phase

Breakthrough Phase

Uncertainty Phase
Learning vs. Knowledge

The Learning Process
Four Distinct Phases

1. Experiencing
2. Reviewing
3. Concluding
4. Planning
A Loop in the Spiral

1. Experiencing
2. Reviewing
3. Concluding
4. Planning
A Loop in the Spiral

- Experiencing
- Planning
- QUICK FIX
A Loop in the Spiral

ANALYSIS to PARALYSIS

Reviewing

Concluding
A Loop in the Spiral

Experiencing

Concluding

Jump to Conclusions
A Loop in the Spiral

1. Experiencing
2. Reviewing
3. Concluding
4. Planning
Five Essential Skills

1. Being crystal clear about your values and vision
2. Being an opportunistic learner
3. Being a creative problem solver
4. Being a win-winner (Win²)
5. Being a team player
Creativity

• Creativity is a familiar stranger
• it is the connection of things that were previously unconnected
• it is something we all have
Creativity

Where did it go?

- We had it when we were young
- We catch glimpses of it

We tamed the fool and interred the innate creativity and inborn genius - K. MacKenzie
Creativity

• Connection of things that were previously unconnected
• Percy Shaw - inventor of Catseyes
Creativity

- Novelty
- Value
- Passion
Brain Dominance Theory

Left Brain  The Quartered Brain  Right Brain

**Upper Left**
- Logical
- Analytical
- Quantitative
- Fact Based

**Upper Right**
- Holistic
- Intuitive
- Synthesizing
- Integrating

**Lower Left**
- Planned
- Organized
- Detailed
- Sequential

**Lower Right**
- Emotional
- Interpersonal
- Feeling Based
- Kinesthetic
Brain Dominance Theory

Left Brain
- Lawyers
- Software engineers
- Bankers
- Doctors
- Planners
- Bureaucrats
- Administrators
- Accountants

Right Brain
- Entrepreneurs
- Playwrights
- Artists
- Speakers/trainers
- Caregivers
- Musicians
- Social Workers
- Teachers

Occupations
- Evaluative
- Visionary
- Open
- Soft/personable
- Conservative
- Traditional
- Helpful
- Quantitative
- Intellectual
- Technical
- Risk taker
- Open
- Traditional
- Helpful
Brain Dominance

**Left Brain**

- Selective: tries to select the best approach
- Directional: moves only if there is a direction
- Judgmental: evaluates feasibility
- Relevant: focuses on what is relevant
- Familiar: follows the most familiar path
- Destination oriented: expects to come up with an answer

**Right Brain**

- Generative: generates different approaches
- Unfocused: moves in order to generate a direction
- Non-judgmental
- Non-sequential: jumps around
- Irreverent: happy to play around
- Expiratory: least likely paths
Brain dominance

Where is your brain dominance?
Brain dominance

It may not be appropriate for certain tasks
Stages in problem solving

Analytical left Brain

6. Planning a successful implementation
5. Selecting a feasible, practical idea
4. Evaluating the ideas

Creative Right Brain

1. A vague feeling of dissatisfaction
2. Visualizing/formulating the problem
3. Thinking of ideas
Problem Solving

Problems fall into two categories:

1. Close-Ended

   A close-ended problem is one where:
   - the constraints are obviously fixed so there isn’t any point in challenging them
   - You can envisage one provable, logical correct solution
Problem Solving

Problems fall into two categories:

2. Open-Ended

A *open-ended problem* is one where:

- you can challenge the constraints because they aren’t fixed
- You can envisage many alternative, equally viable solution
Problem Solving

| + | =
Problem Solving

$|+| = 2$
Problem Solving
Problem Solving

| + | = |||||
Problem Solving
Creative Problem Solving

The Coffee Cup Solution

Push the coffee cup through the hole
Blockages to Creative Thinking

- Perceptual
- Cultural
- Environmental
- Emotional
- Thinking Preferences
Blockages to Creative Thinking

Perceptual

*Perceptual blocks prevent you from clearly perceiving the problem or how to apply available information to solve it*
Blockages to Creative Thinking

Seeing what you expect to see
Creative Problem Solving

Blockages to Thinking Creatively

Paris
in the
the spring

Once
in a
a lifetime

Bird
in the
the Hand
Blockages to Creative Thinking

- The slim mind

*Having too narrow a definition of the problem*
Creative Problem Solving

The Nine Dot Problem - an old favorite with an added twist

4 straight lines, cross through all 9 dots, pencil not to leave paper
Creative Problem Solving

The Nine Dot Problem

4 line solution

Sometimes to solve problems you have to get outside your box
Creative Problem Solving

3 line solution
Creative Problem Solving

The Nine Dot Problem - with 1 line

1 line solution

1 2 3
4 5 6
7 8 9
Creative Problem Solving

The Nine Dot Problem - with 1 line

1 line solution

Big pencil!
Cultural Blocks

“I’m not sure what we are, Eve, but I suspect we’re Canadian.”
Cultural Blocks

Cultural blocks are acquired as a result of exposure to various cultural influences

- Judging and criticizing ideas
- Fantasy and reflection are a waste of time
- Feeling that humour is out of place at work
Cultural Blocks

• Believing that reason, logic, numbers, practicality are “good” while feelings, intuition are bad
• Insisting that tradition is preferable to change
• Feeling that taboos are sacred
Environmental Blocks

Environmental blocks occur as a result of our immediate physical and social situation.
Environmental Blocks

*Examples:*

- Distractions like telephones, E-mail or activities that keep you so busy you avoid having to think
- Lack of cooperation or trust from colleagues
- Bosses with all the answers who only value their own ideas and discount other peoples’
- Lack of support to bring ideas to fruition
Emotional blocks occur because expressing ideas involves being at risk and being open to criticisms and/or ridicule.
Emotional blocks

*Examples*

• Fear of risk-taking, making a mistake, failing or being wrong

• An inability to tolerate ambiguity

• An overriding desire for order, security, ‘no chaos’

• A preference for judging rather than generating ideas

• An inability to relax, incubate, “sleep on it”

• A compulsion to succeed quickly
Thinking preferences

Thinking preferences will often prevent you from solving problems and making decisions that require a different approach to your usual one.

Examples:

Exclusively using analytical approaches when dealing with open-ended problems (retrievals & calculations)

Using an inappropriate thinking “language” to solve problems
Folding Paper

- Picture a large sheet of flip chart paper
- Fold it once (now having two layers)
- Fold it again (now having four layers)
- Continue folding it over upon itself 50 times (It’s physically impossible – but imagine it)
- How thick will it be after folding 50 times?
Here Comes the Sun

- 1st fold = stack two times original thickness
- 2nd fold = 2 \times 2
- 3rd fold = 2 \times 2 \times 2

- 50th fold = 2^{50}
  \[= \text{about } 1,100,000,000,000,000,000\]
  \[=50,000,000 \text{ miles (over half the distance to the sun)}\]
Five Essential Skills

1. Being crystal clear about your values and vision
2. Being an opportunistic learner
3. Being a creative problem solver
4. Being a win-winner (Win²)
5. Being a team player
Mentality

- Scarcity
- Abundance
Six Outcomes

- **Win-Lose:** “I’ll get my way; you won’t get yours”
- **Lose-Win:** “You’ll get your way; I won’t get mine”
- **Lose-Lose:** “If I can’t get my way, I’ll make sure you can’t get yours”
- **Win:** “I’ll secure my way and leave you to secure yours”
- **Win-Win:** “It’s not my way or your way; let’s look for a better way”
- **No Deal:** “If we can’t find a way that benefits us both, let’s agree to disagree for now”
Why Smart People Can’t Get Along

- Each of us has our own personal operating style (behaviour)
- We each like our own style the most
- We assume that other people like to think like we do
- When they don’t, we devalue their contribution

- Lyz Sayer
Win² Behaviours

• Flexible objectives
• Swap objectives
• Apply “and” thinking
• Agree on objectives
• Reason not position
• Yield to other’s behaviour
• Be there – in the moment
• Be personally responsible
Five Essential Skills

5. Being a team player

1. Being crystal clear about your values and vision

4. Being a win-winner (Win²)

3. Being a creative problem solver

2. Being an opportunistic learner
What is a Team Player?

• A team player is someone who is skilled in teamwork processes so he/she can help a team operate effectively whether in the role of team leader or team member.
When is Teamwork Essential?

- High Ambiguity/Ambiguity/complexity of tasks
- Low Previous relevant experience

Teamwork

Groupwork

Individual
Ten Common Characteristics

1. The number-one fear among people is rejection
2. The number-one need among people is acceptance
3. To manage people effectively, you must do it in a way that protects or enhances their self-esteem
4. Everybody approaches every situation with at least some concern about “what’s in it for me?”
5. Everyone prefers to talk about things that are important to them personally.
Ten Common Characteristics

6. People hear and incorporate only what they understand
7. People like, trust, and believe those who are like them
8. People often do things for other than the apparent reason
9. All people can be, and often are, petty and small
10. Everyone wears a social mask. You must look beyond the mask to see the person
Teams Thrive

- Competency Phase
- Transformational Phase
- Initiation Phase
- Uncertainty Phase
Transformational Change

- Be a team player
- Be crystal clear about your values and vision
- Be a win-winner
- Be an optimistic learner
- Be a creative problem solver
And Remember

“We’ll work together”
The Art of Mastering Change