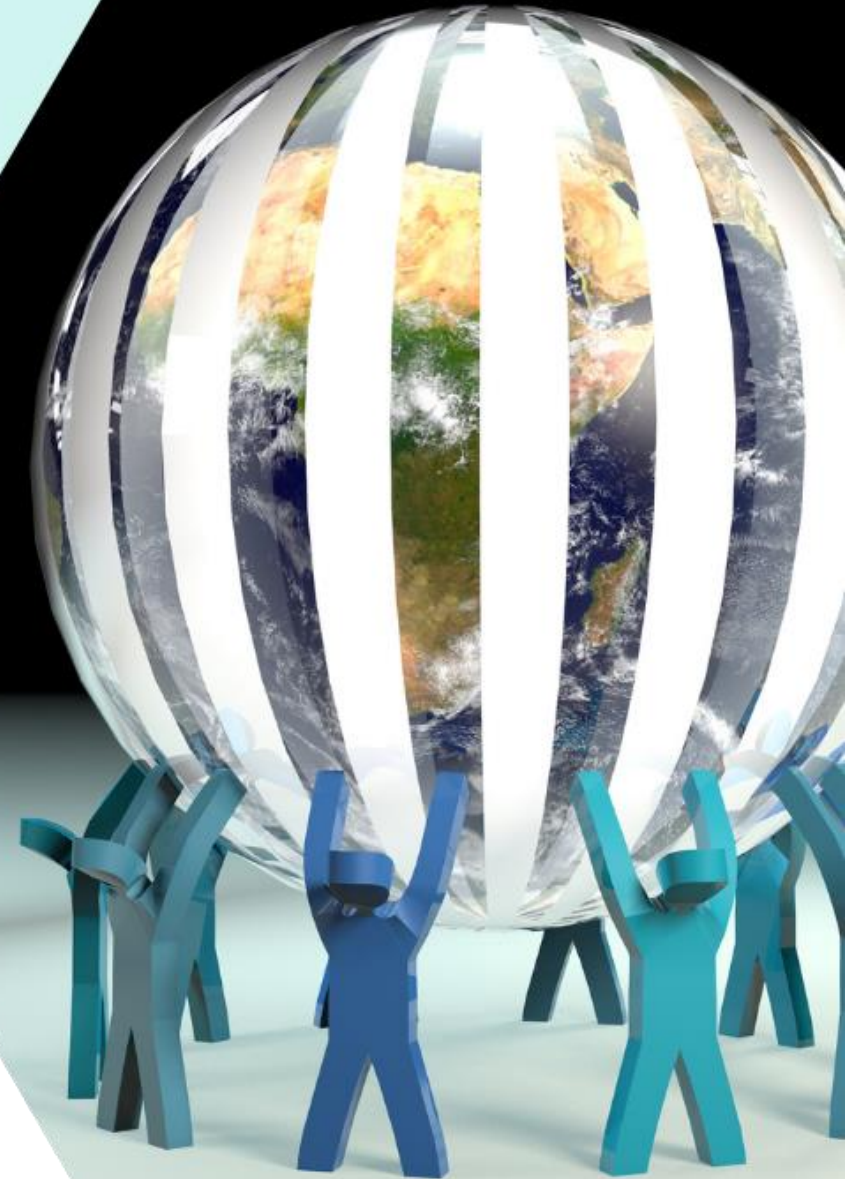




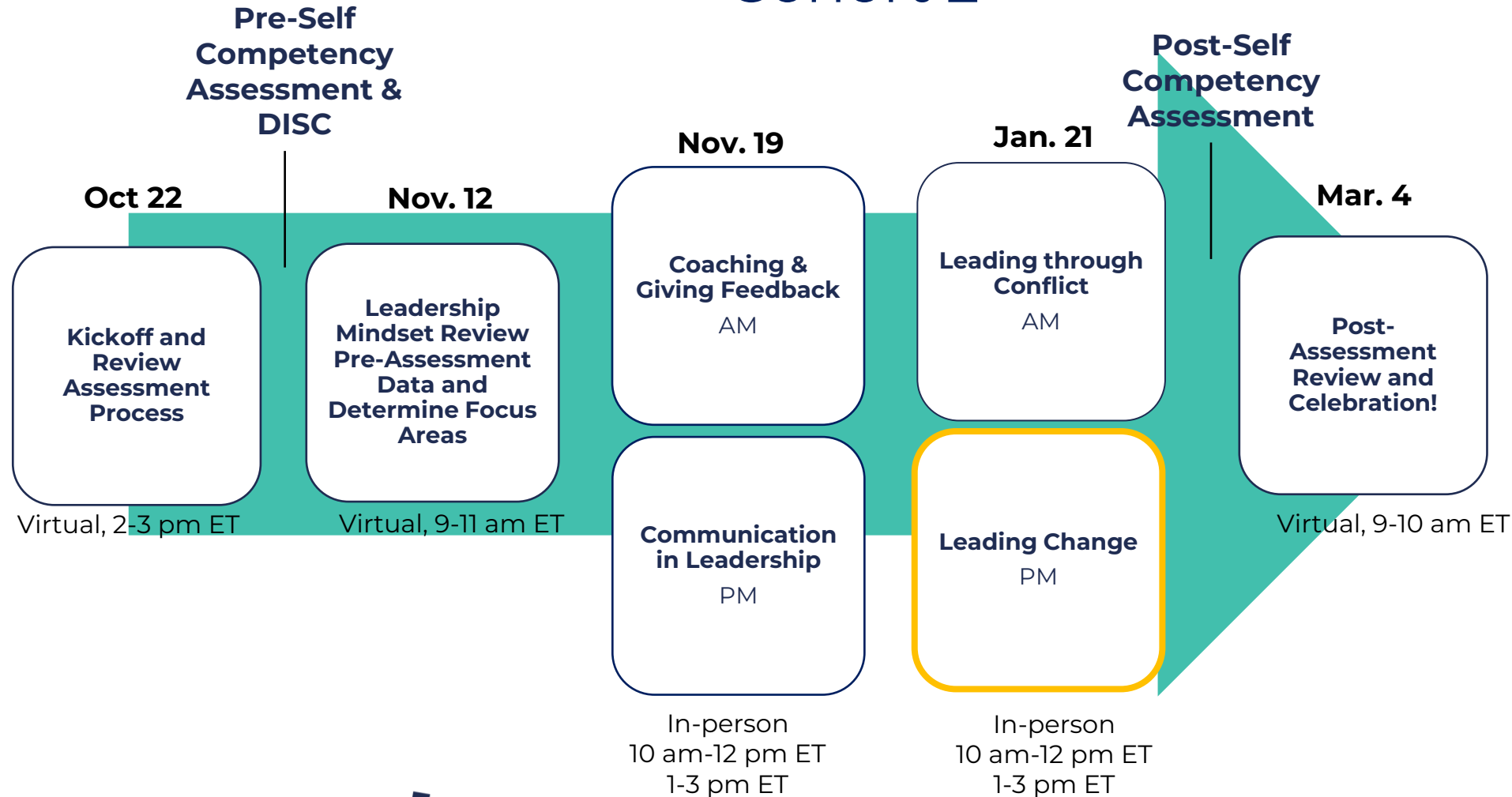
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# **Manager Essentials Leadership-Development Program**

## **Leading Through Change**



# Manager Essentials: Building The Foundation Cohort 2



# Pre-Assessment Results

I am confident leading change on my team.

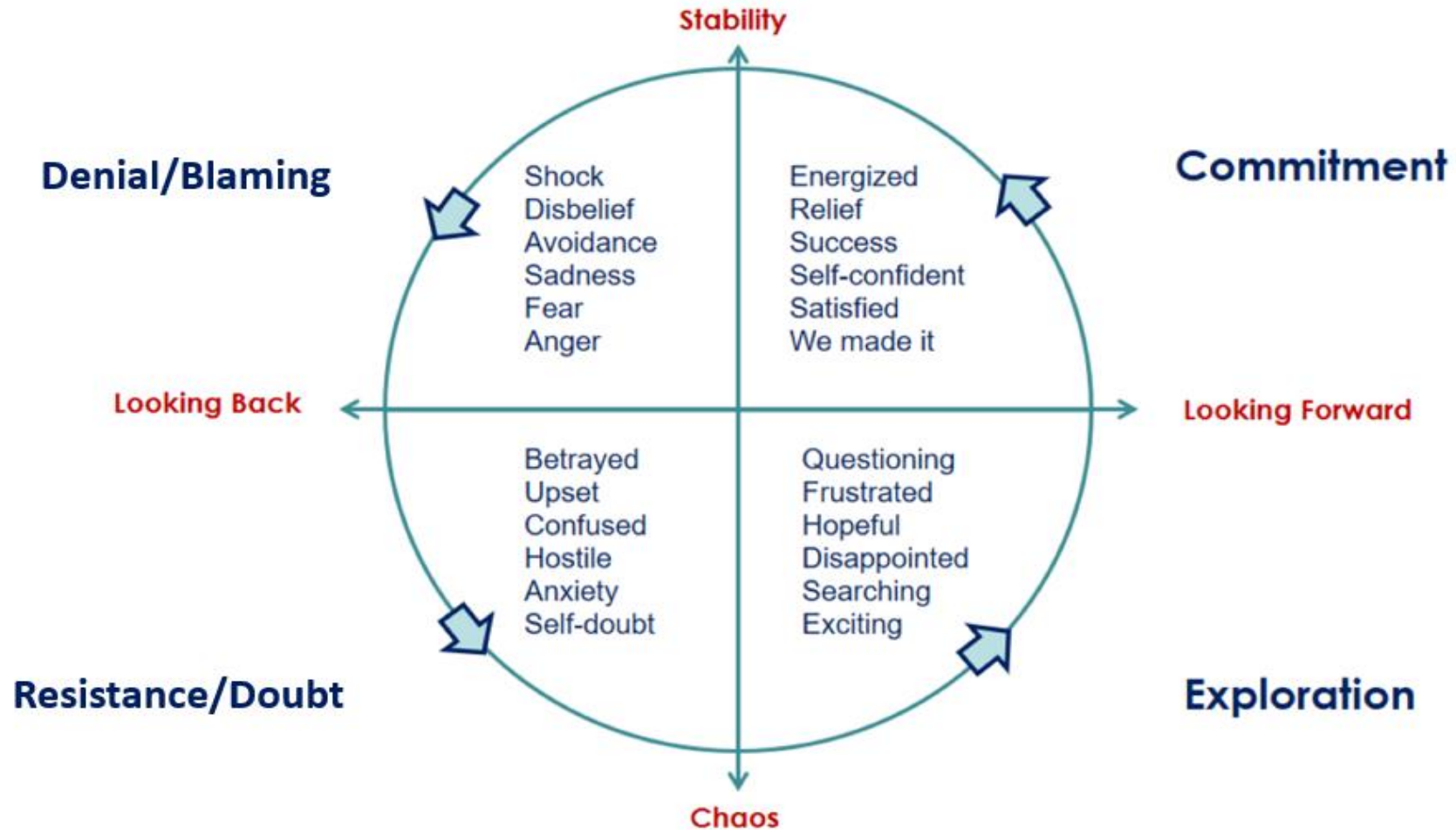
**3.6**

# Today's OBJECTIVES

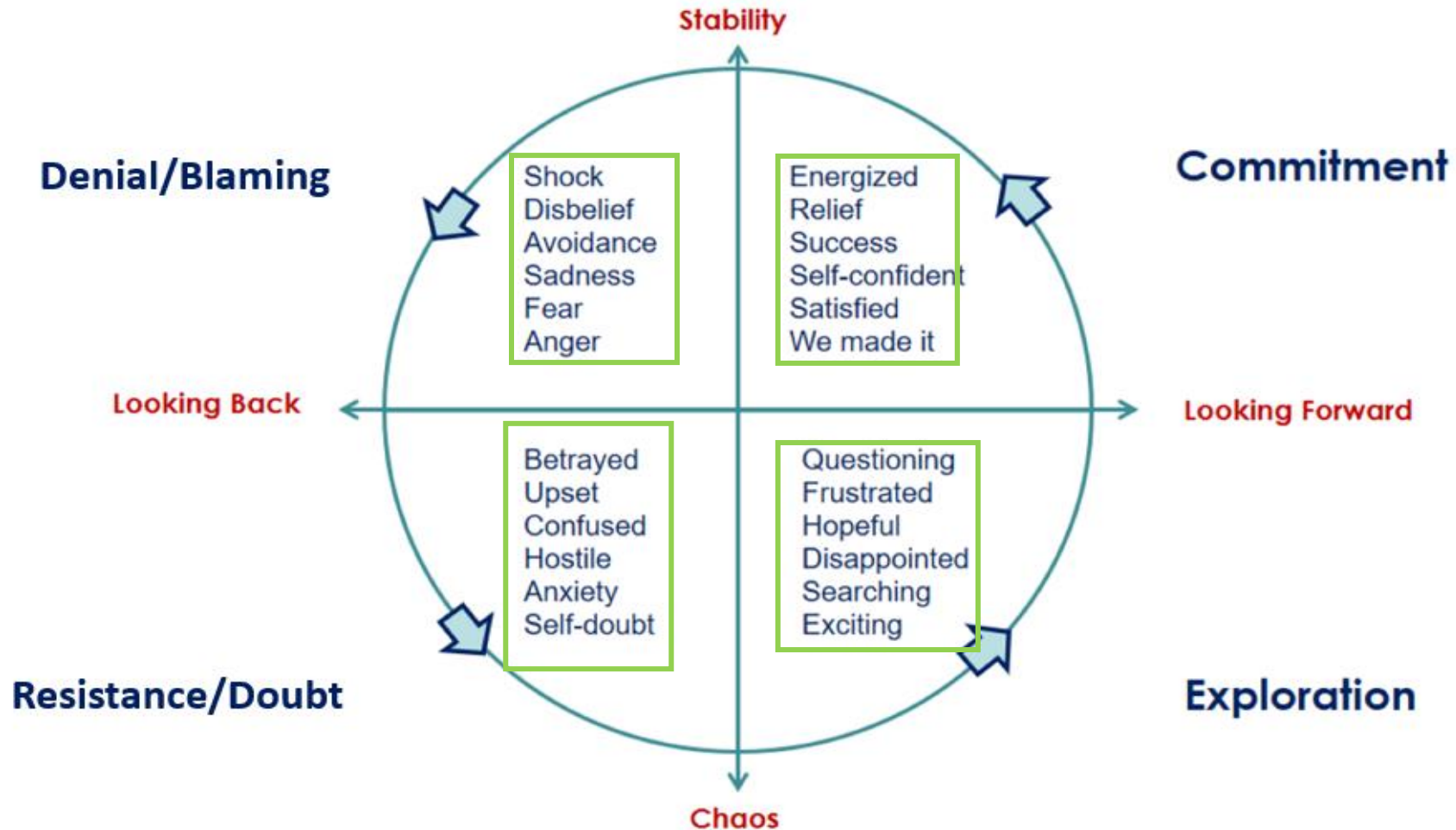
- Recognize and gain understanding of the four phases of change.
- Set the context for leading through change at your organization.
- Identify strategies for most effectively leading your team through change.

- Change is...
- Change is like...

# The Journey Through Change



# The Emotions of Change



# The Journey Through Change

- Where do you typically start out in the cycle?
- How do emotions come into play for you in the cycle?
- Where do you spend most of your time?
- Where do you WANT to spend most of your time?



# What Needs to Change?

- Think of a change you are leading through, something you know has to change.
- Personal OR professional.

# 3 Ways to Lead Through Change

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# 3 Ways to Lead Through Change

- 1. Direct the Rider:** What looks like resistance is often a lack of clarity. Provide CRYSTAL CLEAR direction.
- 2. Motivate the Elephant:** What looks like stubbornness, obstinance, or resistance about a tangible part of the change is often rooted in FEAR. You must address the emotional response—get people on board via emotions.
- 3. Shape the Path:** What seems like a people problem may be an environmental or situational problem. People will proceed on the easiest path every time. Tweak the environment to make the path you want them to take the easiest option.

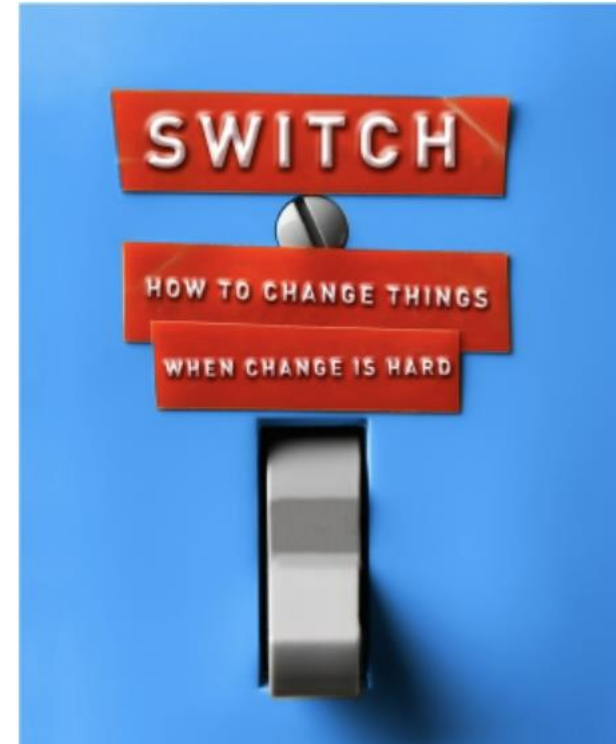
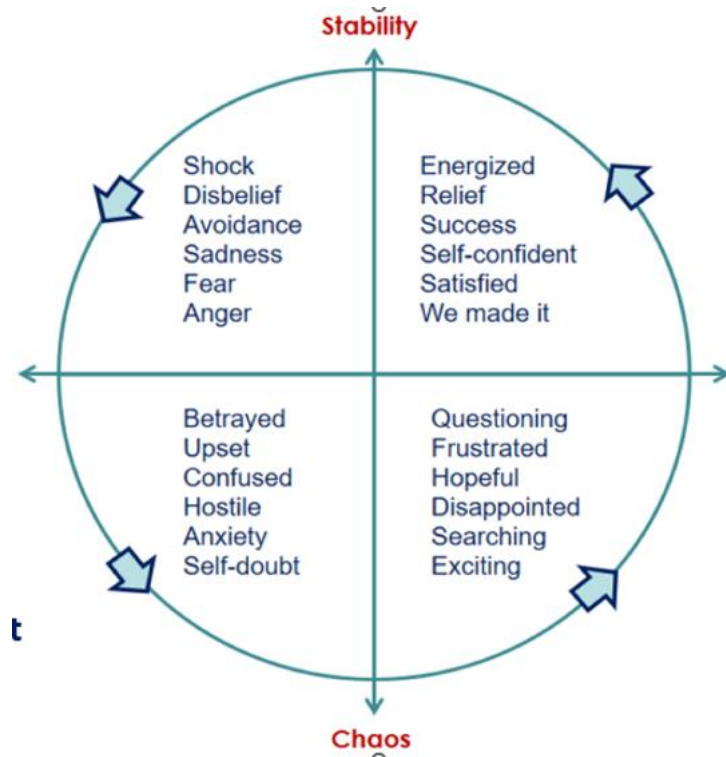
# Switch Change Framework

Direct the Rider	Motivate the Elephant	Shape the Path
Find Bright Spots	Find the Feeling	Tweak the Environment
Change is difficult because we don't know what to change to. Replicate Successes.	What emotion should the change elicit? Excitement is usually a good one, but there are others.	Make the path to success smoother instead of blaming people.
<ul style="list-style-type: none"> <li>List successes to <u>replicate</u></li> <li></li> <li></li> </ul>	<ul style="list-style-type: none"> <li>List ideas for creating excitement, or some other positive emotion, around the change.</li> <li></li> <li></li> </ul>	<ul style="list-style-type: none"> <li>List ways to tweak the <u>environment</u></li> <li></li> <li></li> </ul>
Script Critical Moves	Create a Sense of Progress	Build Habits
Make sure everyone knows how to change.	Make the change easier by making smaller goals to achieve or demonstrating how people are already doing part of the change.	Make the change habitual so there is less conflict.
<ul style="list-style-type: none"> <li>List how you will help people move toward <u>change</u></li> <li></li> <li></li> </ul>	<ul style="list-style-type: none"> <li>List how you will shrink the larger change into smaller <u>pieces</u></li> <li></li> <li></li> </ul>	<ul style="list-style-type: none"> <li>List how you will build <u>habits</u></li> <li></li> <li></li> </ul>
Point to Destination	Grow Your People Through Identity Alignment	Rally the Herd
Make sure you know what the end goal of change is.	Appeal to an identity that makes people feel strong and competent and show how that change helps them realize that identity.	Make sure everyone is onboard with the change because otherwise, they may follow others.
<ul style="list-style-type: none"> <li>List your destination and how you will point to <u>it</u></li> <li></li> <li></li> </ul>	<ul style="list-style-type: none"> <li>List how you will train and develop <u>people</u></li> <li></li> <li></li> </ul>	<ul style="list-style-type: none"> <li>List how you will rally people around the <u>change</u></li> <li></li> <li></li> </ul>

# Switch Application Practice

- Use the Switch Change Framework to work through the elements of the change you identified.
- Use the template as a guide.

# Your New Tools!



# Your Action Items (Change)

- Complete the Switch Change Framework for the change you identified.
- Meet with your Accountability Partner. Discuss:
  - How can you find out how your team members are reacting to change?
  - How do you plan to leverage the Journey Through Change and Switch framework to help your team members navigate change more effectively? (Be specific!)
- Continue work on your Leadership Mission. Email yours to HRD when prompted (HRDPrograms will email you!)



# Action Items (Conflict)

- Practice stepping back and reframing your automatic thoughts. Be prepared to share an example of doing so in our next workshop.
- Choose two productive conflict behaviors to focus on (one you're already good at, and one you'd like to cultivate).
- Listen to [Reframing Your Reality \(Part 1\): Episode from Hidden Brain podcast](#).
- Meet with your accountability partners and discuss the following questions:
  - What was your favorite example from the podcast about how our mindset (i.e., how we frame our reality) impacts our decisions and interactions with others?
  - How can you put this insight to use in your professional role?

# Questions?



# Manager Essentials: Building The Foundation Cohort 2

