



***Leading in Uncertain Times:
Understanding & Facilitating Change***
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Change is the rule instead of the exception in today's organizations.

Introductions



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- Name, role and where you are from
- One word to describe how you feel or think about change

With a partner, explore the following questions...

- How do you personally feel about change?
- What specifically do you like/not like about change?
- How do you normally react in times of change?
- What helps you cope during times of change?

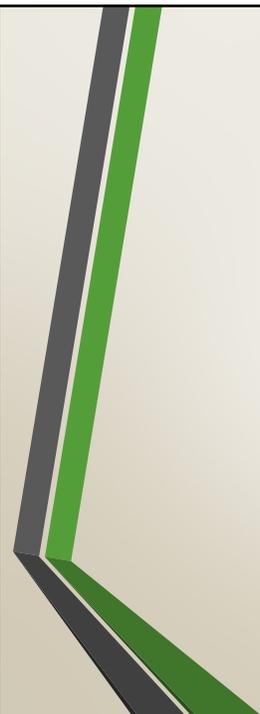


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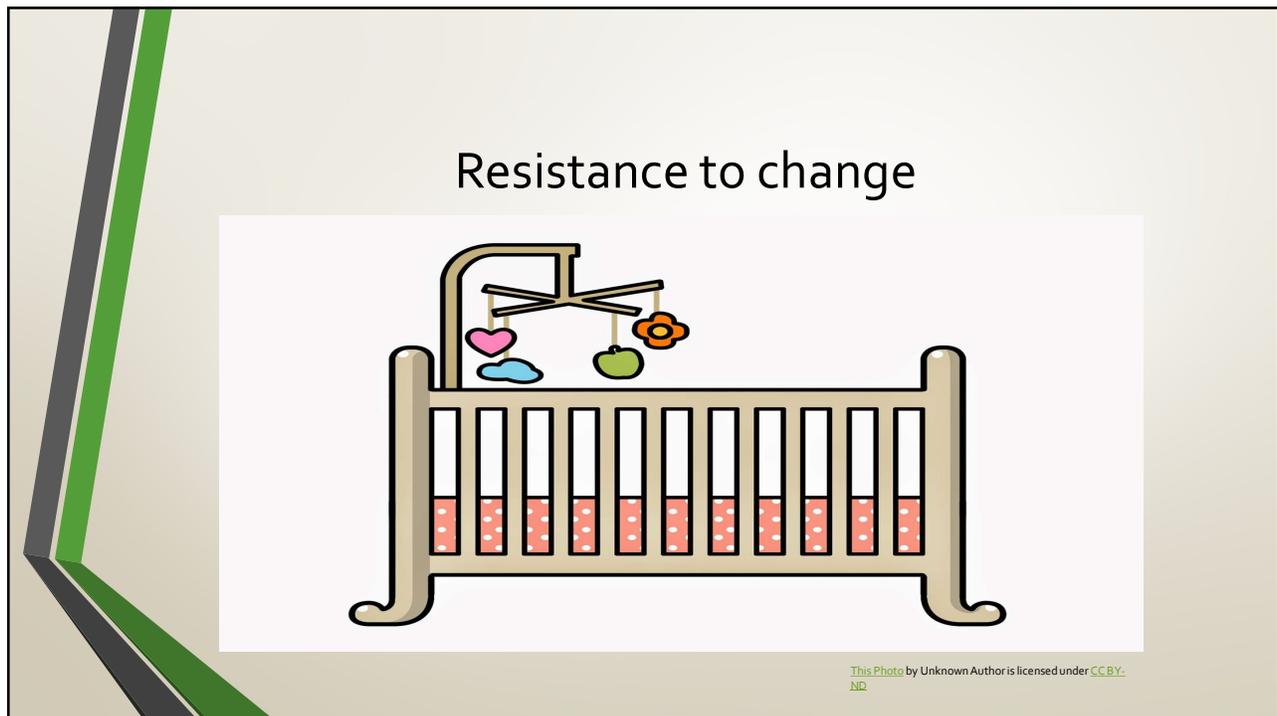


In groups of three, have a discussion about the following questions...

- How does change show up in your organization or work?
- When have you seen or experienced change not going so well? What specifically got in the way?
- When have you seen or experienced change going well? What specifically made it go well?

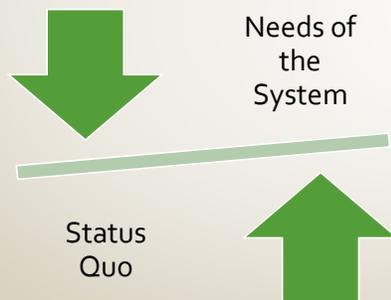


UNDERSTANDING CHANGE



The status quo is a powerful thing

- To create change, you have to help people navigate through a period of disturbance.
- In their book, *The Practice of Adaptive Leadership*, Ron Heifetz, Alexander Grashow and Marty Linsky offer that this period of disequilibrium can catalyze everything from conflict, frustration, panic, confusion, disorientation, and fear of losing something dear.



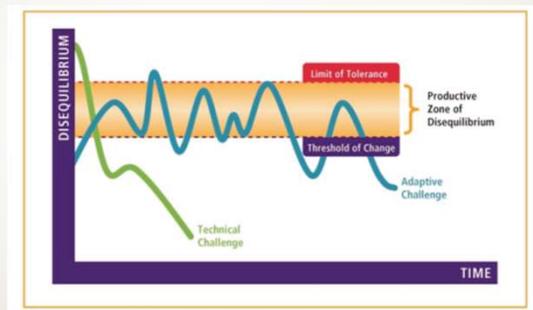
When leading an adaptive change effort, there often has to be something that creates the need or the disturbance to the point that the status quo no longer meets the current need of the system.

Furthermore, your role as a leader of an adaptive change initiative, may be to create disequilibrium by regulating the temperature in the system.

LEADING CHANGE

Regulating the temperature, specifically raising the heat can be done in several ways:

challenging norms, letting them be challenged, exposing conflict and letting conflict emerge



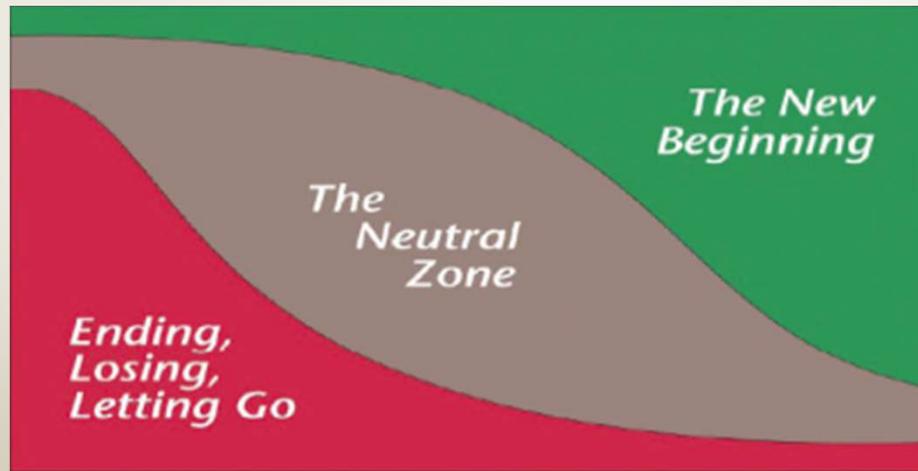


It is important for leaders to understand that CHANGE is something that happens *to* people, and change often happens quickly.



In contrast, TRANSITION is how people *deal with* change based on their experience with the change. Transition often happens much more slowly.

William Bridges' 3 Stages of Transition



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Ending

- Loss
- Letting Go
- Denial
- Shock
- Anger
- Frustration
- Stress
- Ambivalence

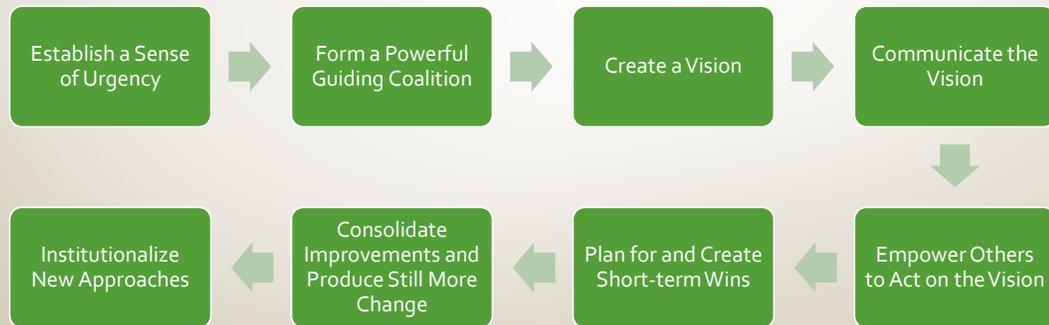
The Neutral Zone

- Skepticism
- Possibility
- Creativity
- Innovation
- Renewal

The New Beginning

- Hope
- Enthusiasm
- Acceptance

John Kotter's 8-Step Process for Leading Change



FACILITATING CHANGE

Appreciative Inquiry

David Cooperrider and Suresh Srivastva



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With a partner...

- Think back through your career, and think specifically about a time when you were in the middle of change. Locate a moment that was a high point, when you felt most effective and most engaged.
- Describe how you felt, and specifically what made the situation of change such a high point. This is not a time to be humble. Really describe what you did to contribute to the success of the change work.
- Share your story with your partner.
- To the full group, each person share a quotable quote or short story.

Small groups of six (3 pairs come together)

- Think about the things that were just said.
- Generate a list of themes that made you and others most effective and engaged in the change work.
- Report out to the full group.

Same small groups of six

- Knowing what you have done to be effective and engaged in the past, describe at least three concrete wishes for yourselves in your future change work.
- Report out to the full group.

Same small groups of six

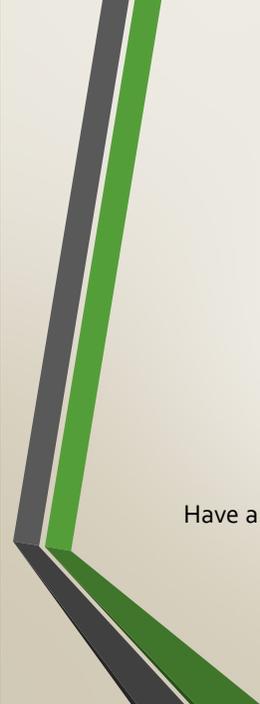
- Create a list of “provocative propositions”, affirmative statements that describe the idealized future as if it were already happening.
- Hint: to write a provocative proposition, apply “what if” to all of the common themes, then write affirmative present-tense statements incorporating the common themes.
- Report out.

Same small groups of six

- Prioritize a list of 3-5 provocative propositions that if we all engaged in them more often, change would likely go more smoothly.
- To determine whether it is a provocative proposition, check it against these criteria:
 - Is it provocative? Does it stretch, challenge or innovate?
 - Is it grounded in examples?
 - Is it what we want? Will people defend it or get passionate about it?
 - Is it stated in affirmative, bold terms and in present tense (as if it were already happening)?

Individually

- Turning provocative propositions into concrete actions.
 - What actions could you take in your life and work to realize our provocative propositions?
 - What actions or things might you need to do to help you act on these things?
 - What experiments do you want to try?
 - Whose help or support will you need?
 - By when will you accomplish them?



Same small groups of six

Have a conversation about your ideas to turn provocative propositions into concrete actions.



Wrapping it up

- Each person share out loud to the full group:
 - One thing you are taking away from today's conversation
 - One thing you will try in order to be more effective at initiating, leading, facilitating or sustaining change

Bibliography

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- *Managing Transitions: Making the Most of Change*, William Bridges, Nicholas Brealey Publishing, 2011.
- *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*, Ron Heifetz, Alexander Grashow and Marty Linsky, Harvard Business Press, 2009.

Contact me

