Mastering Change: First...Change your VIEW
Amy S. Tolbert, Ph.D., CSP
January 25, 2024

Recognizing possibilities that fall between black and white or right vs. wrong thinking.

"First-rate intelligence is the ability to hold two opposing ideas in mind at the same time and still be able to function." – F. Scott Fitzgerald

Gray Area Thinking

Four Areas that Impact How Hard Change Feels

Why Do We Resist Change?

- We don’t understand why; the purpose and need is not clear
- We don’t think it is necessary
- We don’t want the change, it disrupts our routines, habits, etc.
- We are not involved – it is ‘done’ to us, not with us
- We have had previously bad experiences

Transitioning Through Change
Implementation Plan

How Do We Implement Change?

1. Make the Case for Change
   - Establish urgency
   - Make a compelling explanation
   - Assume it will not be well-received
   - Demonstrate empathy
   - Propose next steps

2. Create a Vision
   - What is the desired state?
   - Brief explanation; create your “elevator speech” < 2 min.
   - Use metaphors, analogies, pictures
   - Practice it and get feedback

3. Engage Others
   - Identify allies to help you with the change
   - Establish a committee, if needed
   - Remove obstacles
   - Listen deeply to concerns raised to understand
   - Release power and information.

4. OVER-Communicate
   - Communicate repeatedly with words, actions and images
   - Use multiple modes (email, video, in-person)
   - Be honest – if you don’t know – say that
   - Walk the talk
   - Acknowledge short-term wins
5. Make Sure the Change Sticks

- Manage realistic expectations
- Check in and ask for support
- Onboard any new members
- Create feedback loop
- Adapt the plan as needed

Change your VIEW
Emotional Intelligence

Knowledge & Technical skills

IQ

Emotions & Social skills

EQ

Like the back wheel of a bicycle, your IQ provides the power to drive you forward.

Like the front wheel of a bicycle, your EQ sets the direction in which you will travel.

PDT Process

Is what I’m feeling accurate?

What’s my next best move to serve the situation?

What do I need to believe to be my best in this moment?

But...What do I say?

- Use an “I” Statement:
  I feel ___ (state the clear emotion) when you ___ (describe specific behavior w/o emotion or judgement), because ___ (impact on the team, you, etc.).
Perspective

Just because you are right, does not mean I am wrong. You just haven’t seen life from my side.

Activity: What Are Your Takeaways?

Self Reflection | What Will You Apply?
--- | ---

Intent | Impact