


**UNDERSTANDING  
and  
LEADING CHANGE**



*A workshop presented to the  
Archdiocesan Development Council  
by the SGC Consulting Group  
March 12, 2008*

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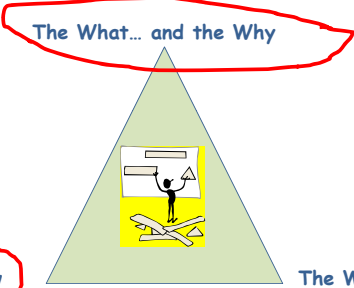
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**Three Dimensions of Change**

**The What... and the Why**



**The How**                      **The Who**

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**THE APPROACH**

**Awareness:** Is there awareness for the need to change?

**Diagnosis:** What's going on in your system? Are there challenges, opportunities

**Vision:** Is there an inspiring shared vision that sets a clear focus for future action?



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**THE APPROACH**

**Support:** Is there a critical mass of support among key stakeholders for the initiative?

**Plan:** Is there a well defined action plan against which you can monitor progress and communicate early success to build momentum?

**Feedback:** Are there feedback loops to gather data and adjust, recalibrate, course correct as appropriate?



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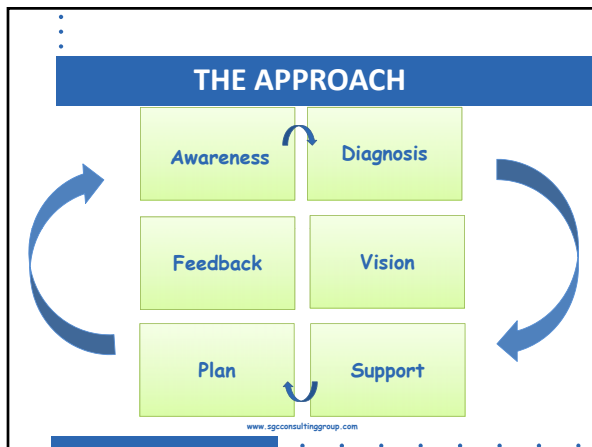
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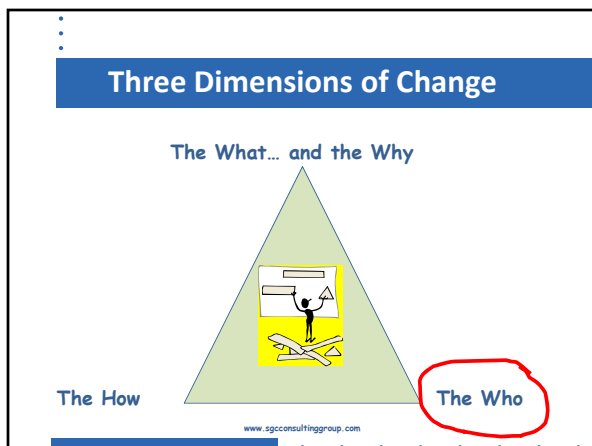
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## Discussion 1

Discuss a time when you assisted someone through a transition that led to a successful & positive change...

*Describe the situation / tell the story*

*What did you do? What happened?*

*How did you feel?*

*What did you learn?*

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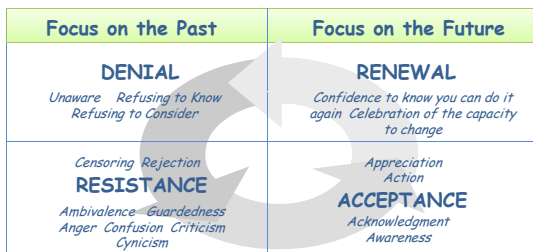
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## CHANGE



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## CHANGE



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**ENERGY RESTRAINERS**

- **REALISTIC FACTORS**
  - Resource limitations of competencies, \$, motivation, time, etc.
  - Lack of substantial interventions to aid in desired change
  - Lack of appropriate interventions to aid in desired change
- **RESISTANCE**
  - Not wanting to give up established ways, procedures, role definitions, old values, personal goals, status, power
  - Lack of clarity about needs, wants, values, goals, methods

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**ENERGY DRIVERS**

- **OPPORTUNITY**
  - Emerged & identified
- **IMAGINATIVE POSSIBILITIES**
  - Role models
  - Inspirations, dreams, hopes
- **CURRENT PAIN**
  - LOSS, e.g., authority, morale, relationships, effectiveness,
  - GAP, e.g., Unmet needs and wants, personal goals & values, role ambiguity, conflicting expectations
- **EVOLVING CHANGE**
  - Natural process, e.g., aging

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**NATURAL TENDENCY TO RESIST**

There is a need to pace the change; because individuals:

- ... must keep the change manageable to stay focused and be able to function effectively.
- ... fear loss.
- ... desire to avoid pain.
- ... have not "bought into" the change; "what's in it for me?" has not been answered.

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## Discussion 2

Describe the Energy Restrainers &/or Energy Drivers that were present in your earlier story...

### Energy Restrainers

- **REALISTIC FACTORS**
  - Resource limitations of competencies, \$, motivation, time, etc.
  - Lack of substantial interventions to aid in desired change
  - Lack of appropriate interventions to aid in desired change
- **RESISTANCE**
  - Not wanting to give up established ways, procedures, role definitions, old values, personal goals, status, power
  - Lack of clarity about needs, wants, values, goals, methods

### Energy Drivers

- **OPPORTUNITY**
  - Emerged & identified
- **IMAGINATIVE POSSIBILITIES**
  - Role models
  - Inspirations, dreams, hopes
- **CURRENT PAIN**
  - LOSS, e.g., authority, morale, relationships, effectiveness,
  - GAP, e.g., Unmet needs and wants, personal goals & values, role ambiguity, conflicting expectations
- **EVOLVING CHANGE**
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## CRITICAL CONDITIONS

The following 5 conditions are critical in the change process:

- *Awareness*
- *Acknowledgment*
- *Acceptance*
- *Action*
- *Appreciation*

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## THE CHALLENGE

Managing the Tensions between



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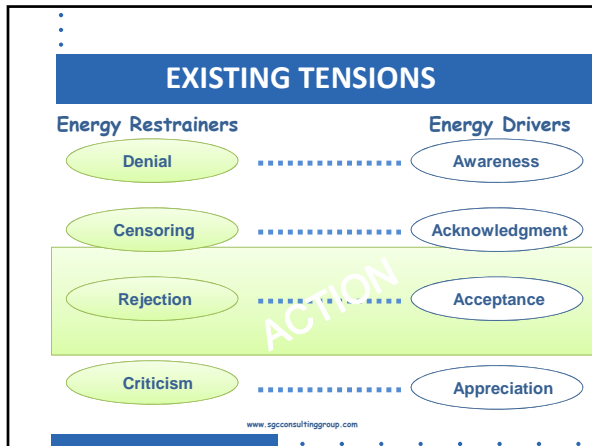
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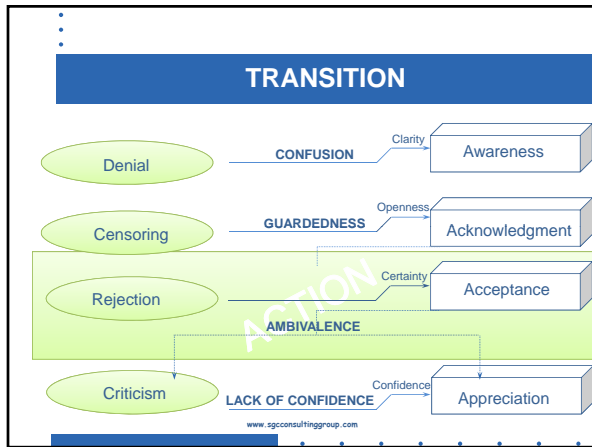
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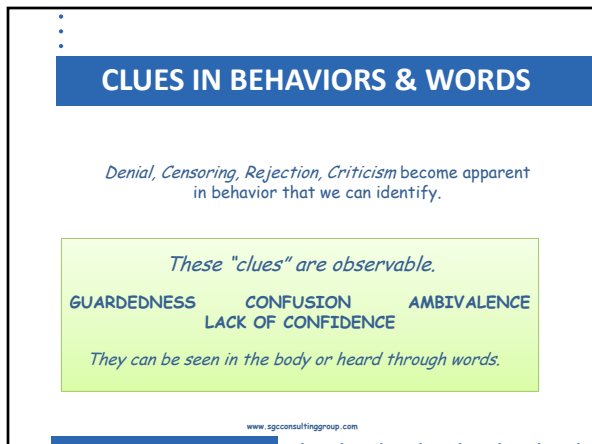
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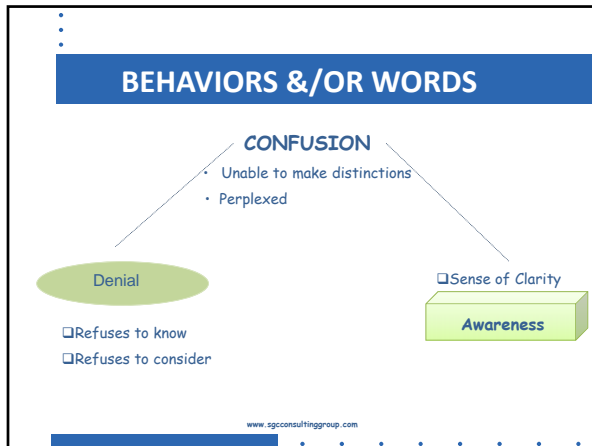
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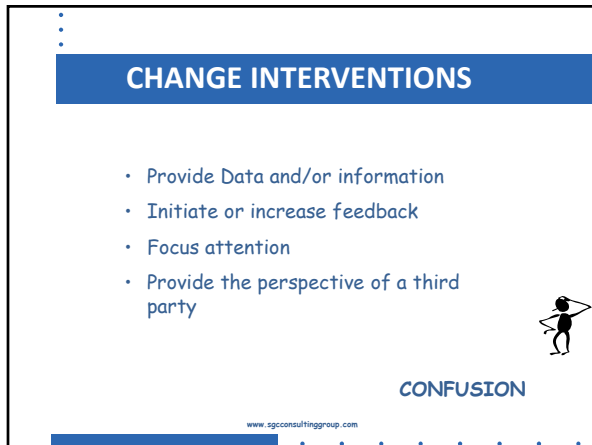
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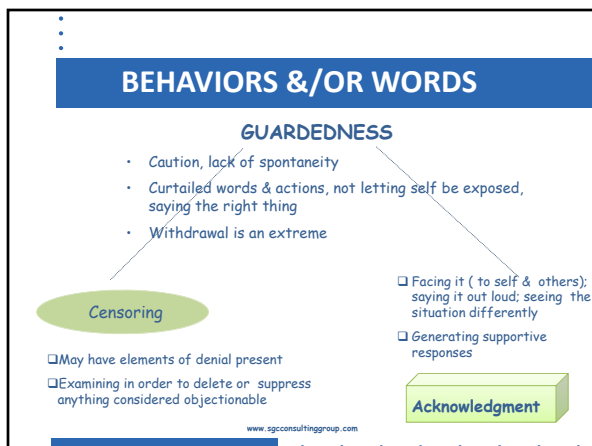
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**CHANGE INTERVENTIONS**

- Identify barriers that hinder disclosure of thoughts & feelings
- Create the environment for disclosure to occur
- Reflect on positive outcomes where openness & trust were present

  
**GUARDEDNESS**

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**BEHAVIORS &/OR WORDS**

**AMBIVALENCE**

- Simultaneous & contradictory attitudes or feelings toward opposites
- Continuous fluctuation
- Uncertainty as to which course to follow

Rejection

- A conscious decision
- Refuses to accept, consider, receive

- Knowing circumstances will be improved
- Viewing it differently and more positively

Acceptance

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**CHANGE INTERVENTIONS**

- Listen
- Suspend judgment
- Suspend expectations (Allow "time")
- Give affirmation; reflect on positive decisions made in the past

  
**AMBIVALENCE**

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**BEHAVIORS &/OR WORDS**

**LACK OF CONFIDENCE**

- Feeling vulnerable, particularly worried about not having done it well enough or being blamed

**Criticism**

- Negative judgment of self or others
- Noticing mistakes, failures, blaming vs. learning from errors

- Celebration of learnings & or achievement no matter how small
- Confidence to know you can do it again

**Appreciation**

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**CHANGE INTERVENTIONS**

- Focus on growth, the effort, learnings, values vs. only goal orientation
- Assist in adjusting standards to be more realistic
- Generate celebrations, ceremonies, and symbols as rewards, recognition and awards



**LACK OF CONFIDENCE**

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**SUMMARY**

**"Leading Change" requires being able to:**

- 1) **Understand** the various phases of the change process experienced by individuals (particularly the natural tendency to resist change)
- 2) **Identify** observable behavior
- 3) **Influence** to help forward movement and/or diminish restrainers
- 4) **Support** efforts

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## Three Dimensions of Change

The What... and the Why

The How The Who

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## Discussion 3

Identify two or three of the last personal or professional changes you have experienced and the psychological impact resulting from the change. Spend ten minutes writing your examples.

Example: move to new house (situational change)  
fear about move, acceptance (psychological transition)

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## William Bridges Transition Model, 1992

Endings      Neutral Zone      Beginnings

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## Endings

- Beginnings depend on endings
- Change causes transition and transition starts with an ending
- Resistance is about transition, not change
- Treat "the past" with respect

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## What To Do For Endings

- Identify your losses
- Accept the importance of all losses
- Acknowledge losses openly
- Seek information
- Identify what's over and what isn't
- Symbolize the endings in a concrete way

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## Neutral Zone

- Anxiety rises and motivation falls
- Limitations re-emerge in full bloom
- Systems are unreliable and in flux
- May be pulled between those who move forward and those who don't
- Time for creativity amidst chaos

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## What To Do During the Neutral Zone

- Learn to live with the chaos
- Experiment with new solutions to old problems
- Decide what you need to learn
- Hold back pushing for closure
- Stress the importance of basic fundamentals

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## Beginnings

- Emotional commitment to the new way
- A psychological phenomenon occurs
- New understandings, values, attitudes and identities

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## Discussion 4

Choose one change that you believe impacts you the most.

Change:

<u>Endings</u>	<u>Neutral Zone</u>	<u>Beginnings</u>
Behavior/Attitudes	Behavior/Attitudes	Behavior/Attitudes

I (need to) let go of.....

I will/have concentrate(d) on.....

I will/have accomplish(ed)...

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**Thank You!**



Carole Veronesi  
&  
Tony Colantoni

The SGC Consulting Group  
847-358-0614  
[carole@sgcconsultinggroup.com](mailto:carole@sgcconsultinggroup.com)  
[tony@sgcconsultinggroup.com](mailto:tony@sgcconsultinggroup.com)

www.sgcconsultinggroup.com

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