

Leading Change Without Losing it to Stress

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Objectives for today

1. Learn a researched template for organizing a change effort
2. Understand the power of building in margin (*to manage your energy*)
3. Create ideas for how to trade unhelpful stress into productive stress (*by managing your expectations and thoughts*)

Errors in Change Efforts

1. Complacency
2. Failure to establish a guiding coalition
3. Underestimating the power of vision
4. Under-communicating
5. Permitting obstacles to block the new vision
6. No quick reinforcement
7. Declare victory too soon
8. Quit before the new way becomes “the way we do things around here”

8 Stage Process for Successful Change

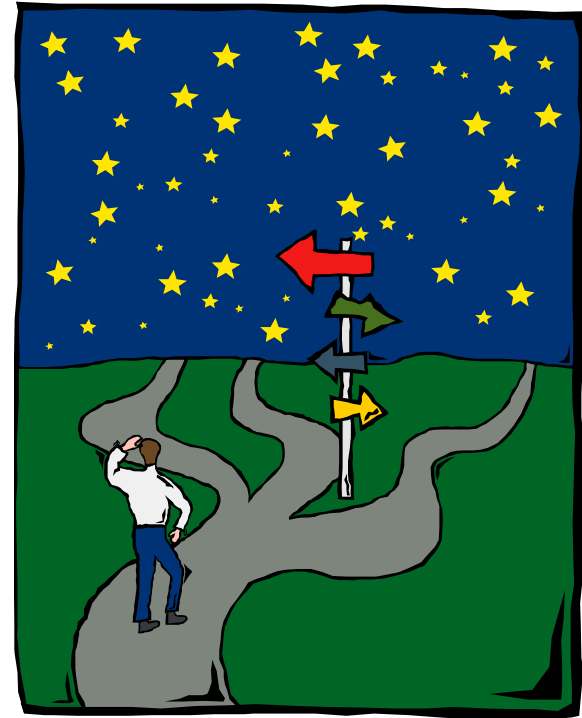
(from John Kotter's work)

1. Create a sense of **urgency**
2. Pull together the guiding **team**
3. Decide what to do: develop a **vision** and strategy
4. **Communicate** (the vision) for UNDERSTANDING and BUY IN
5. **Empower** others to act
6. Produce **short term wins**
7. **Don't let up**; Consolidate change and produce more gains
8. Make it stick: nail it to the **culture**

Do what works

(from the work of Chip Heath and Dan Heath in Switch)

1. Shape the environment
2. Build habits
3. Checklists
4. Shrink the change
5. Find the bright spots
6. Destination post card



To Effectively Manage Change,
Learn to Manage Your:

1. **Expectations**
2. **Energy**
3. **Thoughts & Beliefs**

Expectations...

- Your Brain is Amazing

Expect:

- What is now new to at some point be old
- To be a Pioneer vs. being Perfect
- To make mistakes
- 90% of the problems you manage to be ambiguous
- A different way to feel a sense of accomplishment
- To learn

Expect to make a choice about stress.

- “Life is really simple, but we insist on making it complicated.” Confucius
- “Life is a series of choices and being free from stress is one of those choices”

David Zerfoss, Stress is a Choice

Energy...

- Build in Margin
- Why does it matter that we take a break?
- CHOOSE how much of your energy you give to guilt and fear

One Minute body Scan

mindfulness vs. mindlessness

Guilt eats **energy**.

Let yourself out of guilt jail.

- Ask, What do I OWN here?
- Ask, Did I INTEND something bad?
- CHOOSE to FIX it or ACCEPT it.
- FORGIVE.

Fear Eats **Energy**. Feed it something else.

Underlying Fears

1. Failure
2. Rejection
3. Loss of flexibility
4. Loss of certainty
5. Loss of control

Response to mitigate

1. Build competence
2. Reach out, invite
3. Dialog alternatives
4. Look at downsides
5. Identify what you *can* control

Coaching Others through Fear

- Help them **identify** the **worst case scenario**
- **Summarize** this back to them
- **Acknowledge** their thoughts and fears (not the same as agreeing)
- Ask for “what is the **BEST** thing that **COULD** happen as a result of this change?”
- Ask, “**what could we do to minimize** the chances of your worst fears coming true?”
- **If** the worst case scenario starts to happen, ask, “what could we do to fix this?”

Thoughts & Beliefs

Every Day Do One Thing You Think You
Cannot Do

Stress **Thoughts & Beliefs**. Wait...what?

- When you change your **MIND** about stress, you physically change your **BODY'S** response to stress
- When you **believe** that your body's stress response is **HELPFUL** to you (increased heart rate) your blood vessels don't constrict
- How you **THINK** about stress impacts the amount of harm it does you
- Our stress response actually nudges us to **connect** with each other

“People often tell me that motivation doesn’t last and I tell them, bathing doesn’t either, that’s why I recommend it daily.”

- Zig Ziglar

*Don't
worry,
be happy*



Every day, do one thing
you think you cannot
do

Resources

- John Kotter's books: Leading Change, Our Iceberg is Melting, and The Heart of Change
- www.theheartofchange.com
- Switch: How to Change When Change is Hard Chip Heath and Dan Heath
- The Power of Full Engagement: Managing Energy, Not Time, is the Key to High Performance and Personal Renewal Jim Loehr
- http://www.ted.com/talks/kelly_mcgonigal_how_to_make_stress_your_friend.html
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