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.

<table>
<thead>
<tr>
<th>Underlying Fears</th>
<th>Response to mitigate</th>
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<tbody>
<tr>
<td>1. Failure</td>
<td>1. Build competence</td>
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<tr>
<td>2. Rejection</td>
<td>2. Reach out, invite</td>
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<tr>
<td>3. Loss of flexibility</td>
<td>3. Dialog alternatives</td>
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<td>4. Loss of certainty</td>
<td>4. Look at downsides</td>
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<td>5. Loss of control</td>
<td>5. Identify what you <em>can</em> control</td>
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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](http://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
- Jo Anne Preston, Workforce & Organizational Development Manager [jpreston@rwhc.com](mailto:jpreston@rwhc.com)