Change Their Minds and Change Their World

How Real Estate Professionals Can Lead Change For Clients and Colleagues
• The change cycle and how to master it

• Engaging passionate people

• Insights from another discipline

• Putting it all into action
Many business issues are people issues. We help solve tricky people issues. We show people how the science of psychology drives better business… …so they improve what matters most in their organizations: employee engagement, customer satisfaction, productivity and profitability.
Where I Learned That...

CLINICAL PSYCH PHD

{Getting into and succeeding in Graduate School in Clinical Psychology}
HOW MANY PSYCHOLOGISTS DOES IT TAKE TO CHANGE A LIGHT BULB?

One...

...but the light bulb has to really want to change
Vision
(vīzhˈən) n.
1. An imagined idea or a goal toward which one aspires.
Do you know what else I love?
Promote Activity

Increase Daylight Access

User Control

Adjust Policies

Celebrate Successes
Office workers are interrupted as often as every 3 MINUTES by digital and human distractions. Once distraction occurs, it can take as much as 23 MINUTES for the mind to return to the task at hand.

Source: Gloria Mark, University of California, Irvine
Carmencita’s Story

• This is my mother and me. Carmencita is my mother’s auntie.
• They live in a remote fishing village
• Carmencita is about to get some news that will really change her life
THE PSYCHOLOGY OF CHANGE
WHY THIS IS...IMPORTANT
BECAUSE CHANGE DONE BADLY

CAN BE A DISASTER
The Three Biggest People Side Risks Of Change (These Are The Little Melt Downs)

• How many people adopt the change

• How quickly people adopt the change

• How well people adopt the change
THINGS WILL WORK OUT
“Well-coordinated change reduces risk and minimizes organizational performance disruptions caused by change.”

**Effective Change Management**
- Minimizes the depth & length of the loss in productivity

**Partially Effective Change Management**
- Reduces the overall negative impact of the change & allows recovery

**Ineffective or Nonexistent Change Management**
- Allows the loss of productivity to worsen over time

Change causes stress which leads to a loss of productivity

Status Quo

Gains: Effective

Lost Results

Performance

Losses

Time

Change Introduced
Incidentally, if you want to make an argument for a change management program, show people these three slides.
The Three Biggest People Side Risks Of Change Are The Little Melt Downs Along The Way

• How many people adopt the change

• How quickly people adopt the change

• How well people adopt the change
“Well-coordinated change reduces risk and minimizes organizational performance disruptions caused by change.”
BECAUSE CHANGE DONE BADLY

CAN BE A DISASTER
AND PSYCHOLOGISTS

KNOW A THING OR TWO ABOUT CHANGE
PEOPLE RESPOND TO CHANGE IN VERY PREDICTABLE WAYS
Carmencita’s Story

• Six things happen in Carmencita’s story…

• …you can remember how to manage change like a professional
CONGRATULATIONS

You’ve Literally Just Won “The Biggest Lottery You Can Possibly Imagine”

How do you think someone would handle this news?
ANGER AND MINIMIZATION
ACCEPTANCE

SEARCH FOR MEANING AND OPTIONS
TESTING

AND EXPLORATION
JAMES HILLMAN

Anytime you’re gonna grow, you’re gonna lose something. You’re losing what you’re hanging onto to keep safe. You’re losing habits that you’re comfortable with, you’re losing familiarity.
People Generally Follow A Predictable Path When Dealing With Change And Transitions

Performance, Morale, Comfort & Acceptance

Change Event or Stressor

Fight or Flight Zone

Immobilization (Denial)

Minimization (Anger)

Self-Concern (Anxiety, Bargaining)

Search for Meaning & Options

Acceptance Zone

Testing & Exploration

Internalization Zone

Ownership

Time
Common sense is not so common.
70% of change initiatives in organizations and businesses fail

John Kotter, author and change management guru, in his book, Leading Change
Quantifying The Cost Of Poor Change Management

• McKinsey studied the effect of an Organizational Change Management (OCM) programs on projects’ Returns On Investment:
  – 143 percent when an excellent OCM program was part of the initiative;
  – 35 percent when there was a poor OCM program or no program.

• Boston Consulting Group looked at one hundred companies’ major change projects:
  – 52 percent reported achieving their business goals
  – 37 percent could point to a tangible financial impact for their projects

Change and Communication

✓ Done Early
✓ Done Well &
✓ Done Consistently

Workplace change management: a process for helping employees adapt to a changing work environment.
PEOPLE REACT TO CHANGE IN PREDICTABLE WAYS

- Fight or Flight
  - Immobilization (Denial)
  - Minimization (Anger)
- Acceptance
  - Self-Concern (Anxiety, Bargaining)
  - Search for Meaning and Options
- Internalization
  - Testing and Exploration
  - Ownership

Time

Performance, Morale, Comfort and Acceptance
CHANGE ADAPTATION PROCESS

**Fight or Flight**
- Immobilization (Denial)
- Minimization (Anger)

**Acceptance**
- Self-Concern (Anxiety, Bargaining)
- Search for Meaning and Options

**Internalization**
- Testing and Exploration
- Ownership

**Performance, Morale, Comfort and Acceptance**

- Communication and Stakeholder Management Plans
- Change Leadership Plans
- Skill and Knowledge Development, Training
- Process Support

**Change Advocates**
- Acknowledge and Prepare
- Create Engaging Vision
- Communicator
- Identify and Address Concerns
- Involve

**Individual**
- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement

**Change Leadership Plans**
- Plan, Organize, Implement
- Break Helper
- Fix Helper
- Evaluate, Learn, Correct
- Fix Helper

**Model**
- Communicator
- Involver
- Break Helper
- Fix Helper

**Time**

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Communication

**Activities:**
- Identify Target Audiences/Stakeholders
- Assess Communication Vehicles
- Develop Communication Plan *
- Develop Communication Campaigns
- Implement Monitor & Update

**Objectives:**
- Utilize Stakeholder Analysis to identify individuals/groups impacted by change and/or who could influence the outcome of change
- Identify and assess communication vehicles to be used
- Outline high-level strategy. Develop communication workplan that includes stakeholders, key messages, dates and feedback channels.
- Develop campaigns to gain stakeholder buy-in, awareness, positive perception, acceptance & adoption
- Implement Communication Plan. Monitor audiences and revise approach as necessary

**Outputs:**
- Target Audiences
- Communication Vehicles
- Communication Plan: Strategy & Workplan
- Campaign (Including Key Messages)
- Execution of Communication Plan

**Timing:**
Begin as early as possible during the assessments stage. The plan is a living document and will be implemented, monitored, & updated (as needed) for the remaining phases of the project.

**Inputs:**
- Stakeholder Analysis
- Project Team Structure
- Organization Charts
- Stakeholder Assessment
- Current Communication Vehicles

**Resources:**
- Communications / Public Affairs
- Change Management Team
- Project Team (Communication Champs)
In Summary:

1. People respond to change in predictable ways
2. People’s responses to change are normal and acceptable
3. You can help people navigate change best by understanding what they need at each stage in their journey through the change cycle
4. Identify your key stakeholders in the change
5. Communicate early and often
   1. Especially the engaging vision of success
   2. And the Six W’s, (What, Why, Who, When, What Next, What’s In It For Me)
6. Understand the six critical leadership roles and tasks
7. Be sure to have a strategy to reinforce successful ownership and accomplishment of the vision
A Little Exercise For You
A QUICK EXERCISE

Stand in pairs a comfortable distance apart........

...listen carefully to the instructions because once you start you can’t speak
People Don’t Learn From Experience, They Learn From Reflecting On Their Experience.

- What just happened?
- How do I feel?
- Usually one person says they fell in love 😊
- What can I learn from this?
COFFEE BREAK
THE PSYCHOLOGY OF CHANGE
Who wants change?

Who wants to change?
Will press lever for food.
These Are Social Skills
The World’s Worst Change Model
The Second Worst Change Model
Why Do People Do These?
“THE SECRET OF CHANGE IS TO FOCUS ALL OF YOUR ENERGY, NOT ON FIGHTING THE OLD, BUT ON BUILDING THE NEW.”

~Socrates
Change Management Framework

Creating a climate for change

1. Increase Urgency
2. Build the guiding team
3. Get the right vision
4. Communicate for buy-in
5. Empower action
6. Create short-term wins
7. Don’t let up
8. Make it stick

Engaging and enabling the whole organization

Implementing and sustaining change
“If you focus on results, you will never change. If you focus on change, you will get results.”
Change Management Framework
You change for two reasons. Either you learn enough that you want to or you've been hurt enough that you have to.
An Awful Model
Change Management Framework

1. Increase Urgency
2. Build the guiding team
People support what they help to create

- key stakeholders,
- decision makers,
- change champions,
- communications,
- and process experts
People support what they help to create

- key stakeholders,
- decision makers,
- change champions,
- communications,
- and process experts
Change Management Framework

1. Increase Urgency
2. Build the guiding team
3. Get the right vision
I am dumbstruck. @VeepHBO
All I know is that the first step is to create a vision, because when you see the vision - the beautiful vision - that creates the want power.

Arnold Schwarzenegger
Change Management Framework

Creating a climate for change

1. Increase Urgency
2. Build the guiding team
3. Get the right vision
Change Management Framework

Communicate for buy-in
Successful people are always looking for opportunities to help others. Unsuccessful people are always asking, What’s in it for me?

Brian Tracy
Change Management Framework

Communicate for buy-in

Empower action

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CAUTION

EMPOWERMENT ZONE AHEAD!
Change Management Framework

Communicate for buy-in
Empower action
Create short-term wins
Change Management Framework

Engaging and enabling the whole organization

Communicate for buy-in
Empower action
Create short-term wins
Change Management Framework

Don’t let up
Change Management Framework
Good Behavior Ticket

You've been caught!
Change Management Framework

Implementing and sustaining change

Don’t let up
Make it stick
Change Management Framework

Creating a climate for change

1. Increase Urgency
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Engaging and enabling the whole organization

Implementing and sustaining change

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IN SUMMARY

HERE IS WHAT WE COVERED
... AND YOU’RE DONE?

Yes. You can check these off provided that you use them when you help your colleagues and clients with change.

- People respond to change in predictable ways
- The change cycle
- A framework for managing change
- People support what they help to create
- A change management worksheet
- How to fall in love
THINGS WILL WORK OUT
What was most interesting?

What was most useful?

What will you do differently?
Guess What This Is?

Our Seal of Approval
Questions

Comments

Issues

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