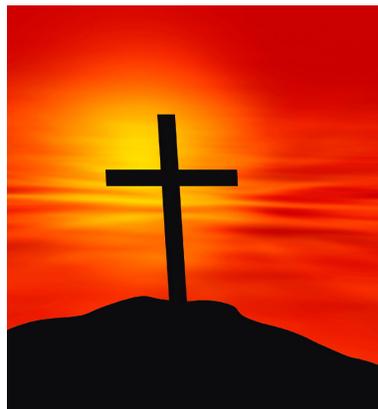


# Embracing and Leading Change

Presenter: Karen Rinefield

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## Opening Prayer



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## Objectives

- Understand the dynamics of change, transition and resistance to change
- Recognize your own change style and readiness for change
- Learn practical strategies for facing change and ways to support/engage others during times of change
- Place the dynamic of change within a relationship with God and a spirituality of change

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## Agenda

- Change and me
- Transition vs. Change
- Dealing with Resistance
- Effective Transition Communication
- Creating a Capacity for Change in Ourselves and Others
- Our Spiritual Foundation

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“The first step toward change is awareness.  
The second step is acceptance.”

--Nathaniel Branden

A real experience of change...

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## Observations

- People usually think first about what they'll have to give up
- People often handle more change than they think they can
- You may be making changes that are not visible to others
- When the pressure is off, people revert back to old behavior
- Creativity and innovation take place when there is a lot of change

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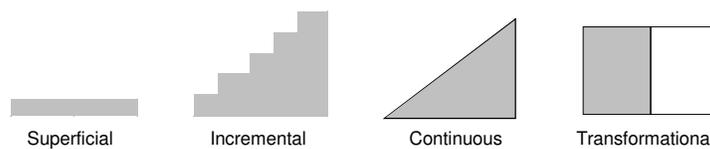
# Change and Me

- What are changes underway in your own life right now or in the recent past (personal, family, church, larger community)?

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# The Change Continuum

Robert Tannenbaum



Different people experience a given change event in different ways.

What kinds of changes are you experiencing now?

8

## Change Response Styles

- Derailing
- Blocking
- Tentative
- Engaged
- Reckless

With what you know about yourself and the styles of change, which one seems to be closest to your typical style?

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For additional information and insights...

- Take the iChange survey on [link2lead.com](http://link2lead.com)
- The Challenge of Change in Organizations by Nancy J. Barger and Linda K. Kirby (see handout)

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# Transition vs. Change

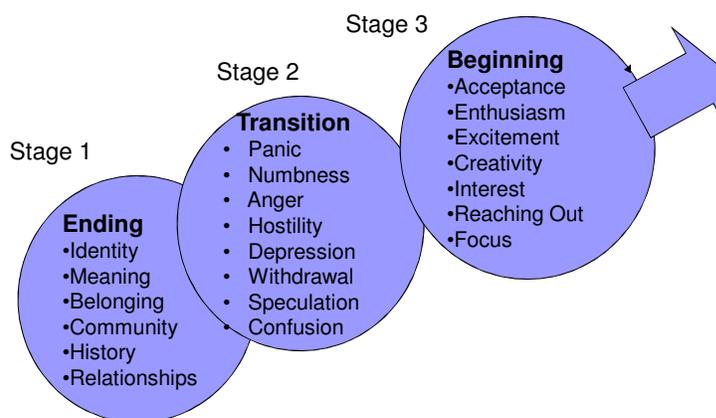
“Change starts with an ending and ends with a beginning.”

--William Bridges

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# The Stages of Change

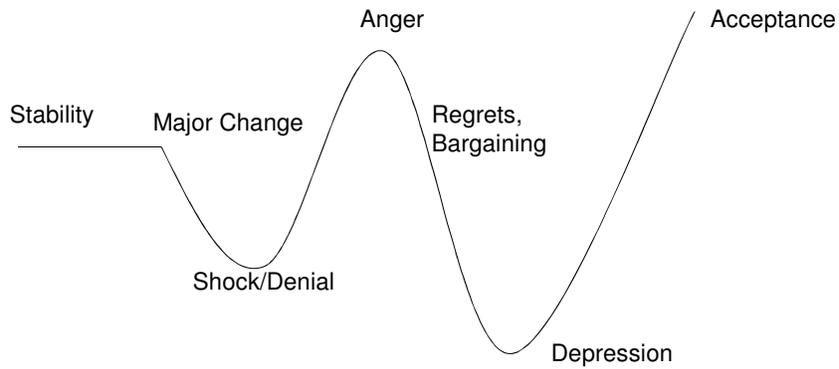
William Bridges



12

# The Predictable Process of Change

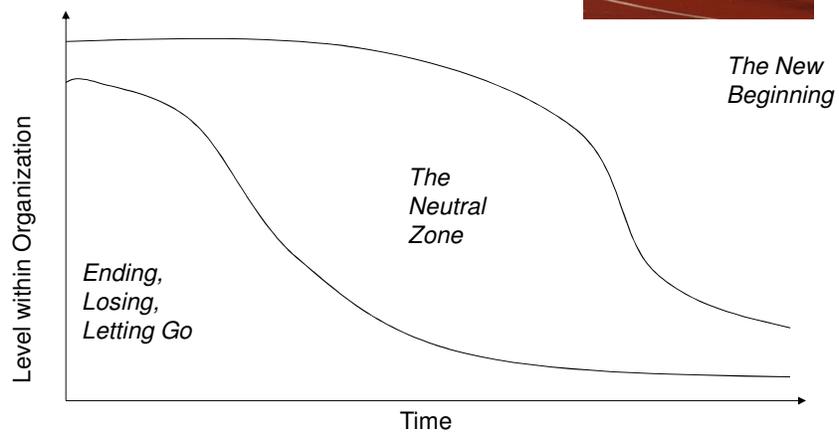
Elisabeth Kubler-Ross



13

# The Marathon Effect

William Bridges



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## Helping others through the stages of transition...

- Learn to describe the change and why it must happen—succinctly
- Plan details carefully
- Understand who is going to have to let go of what
- Help people respectfully let go of the past

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## Helping others through the stages of transition...

### 4 P's of transition communication

- Purpose
- Picture
- Plan
- Part

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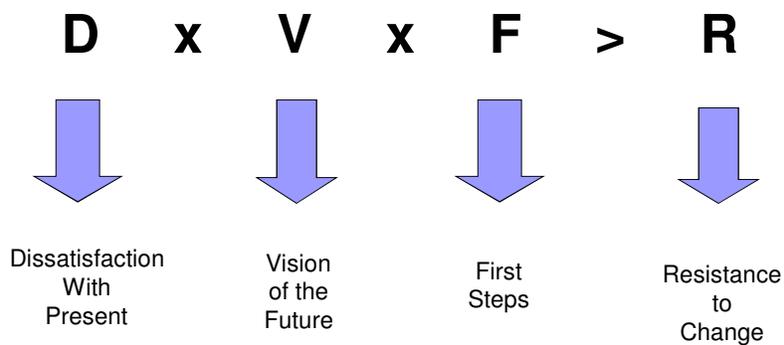
## Helping others through the stages of transition...

- Create temporary solutions to the temporary problems and high levels of uncertainty in the neutral zone
- Help people launch the new beginning by articulating new attitudes and behaviors needed and modeling them

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## Change Equation

Richard Beckhard



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## Dealing with Resistance

- What it is
- Types of resisters
- Why people resist
- Strategies

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## Resistance

unnatural, inappropriate, unexpected, a problem

vs.

natural, appropriate, expected, energy moving in a  
different direction than our own, source of  
learning

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## Types of resisters and how to respond

- 1) Heel draggers
  - Bring resistance into the open
- 2) Saboteurs
  - Bring resistance into the open
- 3) Fence Riders
  - Give convincing information and reassurance

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## Types of resisters and how to respond

- 4) Ostriches
  - Inform, get involved
- 5) Dissenters
  - Don't close them off, incorporate their best ideas
- 6) Antagonists
  - Ignore, don't allow them the soap box

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## Deeper personal motives that drive resistance...

- Fear
- Feeling powerless
- Inertia
- Absence of self-interest

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## Strategies for dealing with resistance

- Expect resistance
- Remember the 20-50-30 rule
- Explain the rationale for change
- Choose your opening moves carefully
- Provide a clear destination
- Take care of the “me” issues
- Seek opportunities to involve people

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## Strategies for dealing with resistance

- Promise problems
- Over-communicate
- Stay the course
- Get resistance out into the open
- Make sure people have the know-how needed
- Outrun the resisters

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## Planning for Involvement

Ex. musicians with new Mass schedule

Role(s)	A	S	Impacted by	Plan
<ul style="list-style-type: none"> <li>■ Role model behaviors</li> <li>■ Change agent</li> </ul>	H	H	<ul style="list-style-type: none"> <li>■ Fewer Masses</li> <li>■ New time</li> <li>■ Sharing Masses with other music groups</li> </ul>	<ul style="list-style-type: none"> <li>■ Early involvement</li> <li>■ Feedback mechanism which is proactive</li> </ul>

A - level of awareness needed (H/M/L)  
 S - degree of support needed (H/M/L)

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## Planning for Resistance

Who	Barrier	Cause(s) of Resistance	Strategy
Staff	Resisting members	<ul style="list-style-type: none"> <li>■Lack of understanding</li> <li>■Affects job responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>■Provide information</li> <li>■Involve in planning the details</li> <li>■Describe how the change will help the community grow</li> </ul>
Pastoral Council			
Parishioners			

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## Communications during Change

Doesn't Work	Works
Printed material alone	Variety
One-way communication	Interactive approach
High level, depersonalized info	Personalized, honest messages

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## Communications during Change

Doesn't Work	Works
Communications after the fact	Frequent communications
One-time meetings	Bringing the message to the people
Reactive approach	Proactive approach, part of the planning

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## Developing a communications plan

Target Audience	Type of Information	Purpose	Format
Pastoral Council	Status updates	Commitment	Meetings Emails
Who's responsible	When it's needed	Specifics	What's Next
Transition Team	Monthly	Need 15 minutes on each agenda	

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## Communication Tips

- Communicate, communicate, communicate
- Create 3-5 key messages and send them out relentlessly
- Communicate 7 times in 7 ways
- Commit to 2-way conversation
- Listen generously and speak straight

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## Communication Tips

- Trust in your informal channels
- The message you send is the response you get—people hear what you're actually sending, not what you think you are sending
- Communicate from the heart, not just the head

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## Getting feedback is key...

- Ongoing meetings with committees and staff
- Provide interactive question and answer communication
- Surveys
- Discuss “what’s going well” and “what’s not going well” and learn from experiences

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## Creating a Capacity for Change in Ourselves and Others

- Are you change-ready?
- Completing the Change-Ready Scale
- What are your strengths?
- Where do you need improvement?
- Are you surprised by any of your scores?

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## 7 traits of change readiness

- Resourcefulness
- Optimism
- Adventurousness
- Drive
- Adaptability
- Confidence
- Tolerance for ambiguity

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## Characteristics of change-ready environments

- Trust (people trust their boss and the environment)
- Caring (people feel cared about, respected, understood, and acknowledged)

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When going through change,  
what difference does faith make?

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## Discernment & Holy Conversations

Gil Rendle & Alice Mann

3 fundamental questions:

- Who are we?
- What has God called us to do?
- Who is our neighbor?

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List scripture passages/stories, theological concepts, and points in Church history that provide a spiritual grounding when we are going through change



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## Summary: the Realities of Change

- Change is here to stay.
- Change is messy, painful and always more difficult than anticipated.
- People cannot endure the uncertainty of pending change very long.

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## Summary: the Realities of Change

- The next change is best met now by developing a readiness for and a capacity to change.
- Without a clear vision for the future, there is no way to escape the past.
- Organizations (including the church) don't change unless the people in them change.

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## Summary: the Realities of Change

- Problems are the natural side effect of the change process.
- What's necessary now is to make the changes work.

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