



Building Adapting to Change into People Leadership

Presented by
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*What Words Come to Mind
When You Think of*

CHANGE?



The Two Sides to Any Change:
Danger and Opportunity

危机

The Change Choice: Get Over It OR Grow From It!

Fixed Mindset
=
Change is a Threat

"I might fail"
"I might not be good at it"
"My potential is predetermined"

Growth Mindset
=
Change is a Challenge

"Challenges help me grow"
"A chance to develop new skills"
"A year ago, I wouldn't have
done this well"

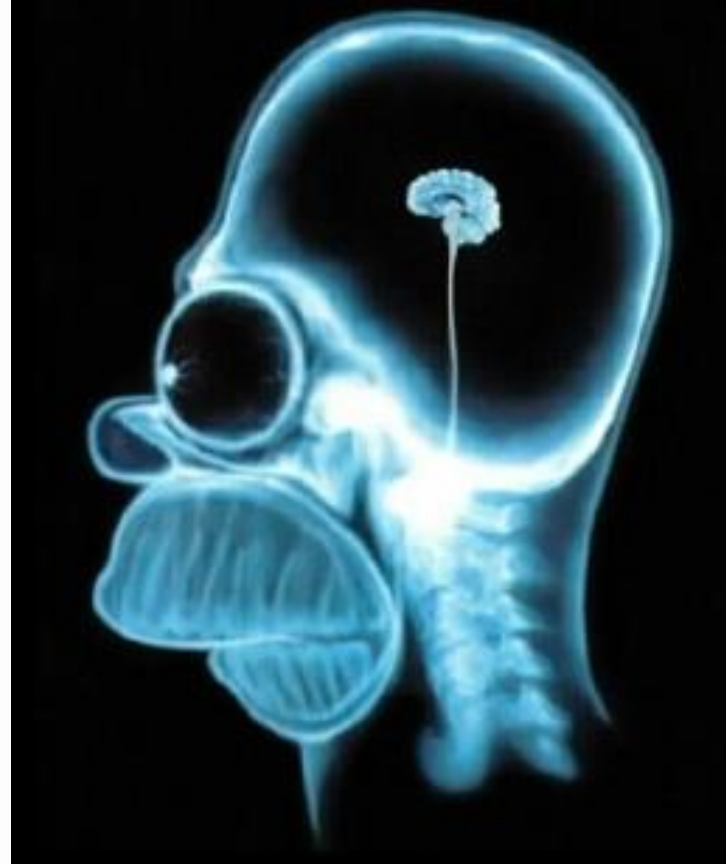
*[Adapted from: Carol Dweck,
Mindset: The New Psychology of Success]*



*What Words Come to Mind
When You Think of*

RESISTANCE?

The Neuroscience of Change – Our Brain on Change



*[Source for Neuroscience Information:
David Rock, The NeuroLeadership Institute]*

Reframing Resistance: Our Enemy OR Our Ally?

Fixed Mindset
=
Resistance is Bad

“It’s a sign I’m doing something
wrong as a leader”
“It needs to be overcome”
“I should prevent it”

Growth Mindset
=
Resistance is Natural

“It’s how we’re wired as humans”
“It’s a powerful source of information”
“I can use it to build relationships
and get results”



“People don’t change based on the information you give them – they change based on the insights they derive for themselves!”

Peter Fuda

“Using coaching to lead an agile culture is correlated with greater confidence in employees’ capabilities in planning and executing change.”

Building a Coaching Culture for Change Management

Research by the HCI & ICF

Their Change Challenges: *HR's* Leadership Opportunities

“I Don’t Want It”



**Engage
the HEART
“People”**

“I Don’t Get It”



**Enlighten
the HEAD
“Purpose”**

“I Can’t Do It”



**Equip
the HANDS
“Process”**



“I Don’t Want It” – Engage the People

***PSYCHOLOGICAL
SAFETY
FIRST!***

Powerful Questions to Spark Insight:

- ✓ What are your aspirations for the change? Your hopes for the best-case scenario?
- ✓ How do you feel about what’s in the works?
- ✓ Can you share 3 pieces of feedback about how this change is being rolled-out that may have been missed? About how it might affect our team? Are there impacted people whose input needs to be considered?



“I Don’t Get It” – Enlighten the Purpose

OUR HERO’S JOURNEY!

Powerful Questions to Spark Insight:

- ✓ How does this change connect with the work you do every day? What’s the line-of-sight between your goals and the change goals?
- ✓ What benefits do you see in this new direction for our customers? team? organization?
- ✓ Can you share 3 types of information that’s missing, which could help us all better understand the reasons for this change?



“I Can’t Do It” – Equip the Process

*Design
the
Future
Together!*

Powerful Questions to Spark Insight:

- ✓ What aspects of the proposed plan or process are most clear to you? Which do we need to re-examine?
- ✓ What training or coaching do you need? What would be beneficial for others?
- ✓ Can you share 3 things that may be missing, which would help you confidently play your part? What barriers do you see standing in our way?

If It Looks Like Resistance in THEM – What’s the Opportunity for YOU?

Coach the People Managers you support through change – “coach the coaches”!

1. Are they unmotivated, indifferent, or even afraid? Then add more “heart” – share your own story, build safety and trust – the “who” of change.
2. Are they not on board or hesitant to contribute? Then add more “head” – paint the picture and clarify the target – the “what” and “why” of change.
3. Or, are your people paralyzed, frustrated, or can’t seem to get unstuck and into effective action? Sounds like they need a heavy dose of “hands” – remove barriers and invent new processes to enable contribution and collaboration – the “how” of change.

*“I thought it was them resisting,
but maybe it was me not leading – who knew?!”*

Change Intelligence®/CQ® for YOU

What Leaders Can Do to Engage during Change

**Engage
the HEART**



“I Want It!”

**Enlighten
the HEAD**



“I Get It!”

**Equip
the HANDS**



“I Can Do It!”

Change Intelligent® Resources

THANK YOU!

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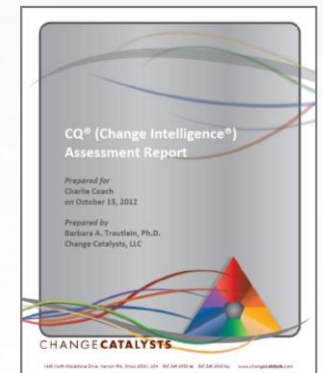
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