MANAGING ORGANIZATIONAL CHANGE

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Introduction
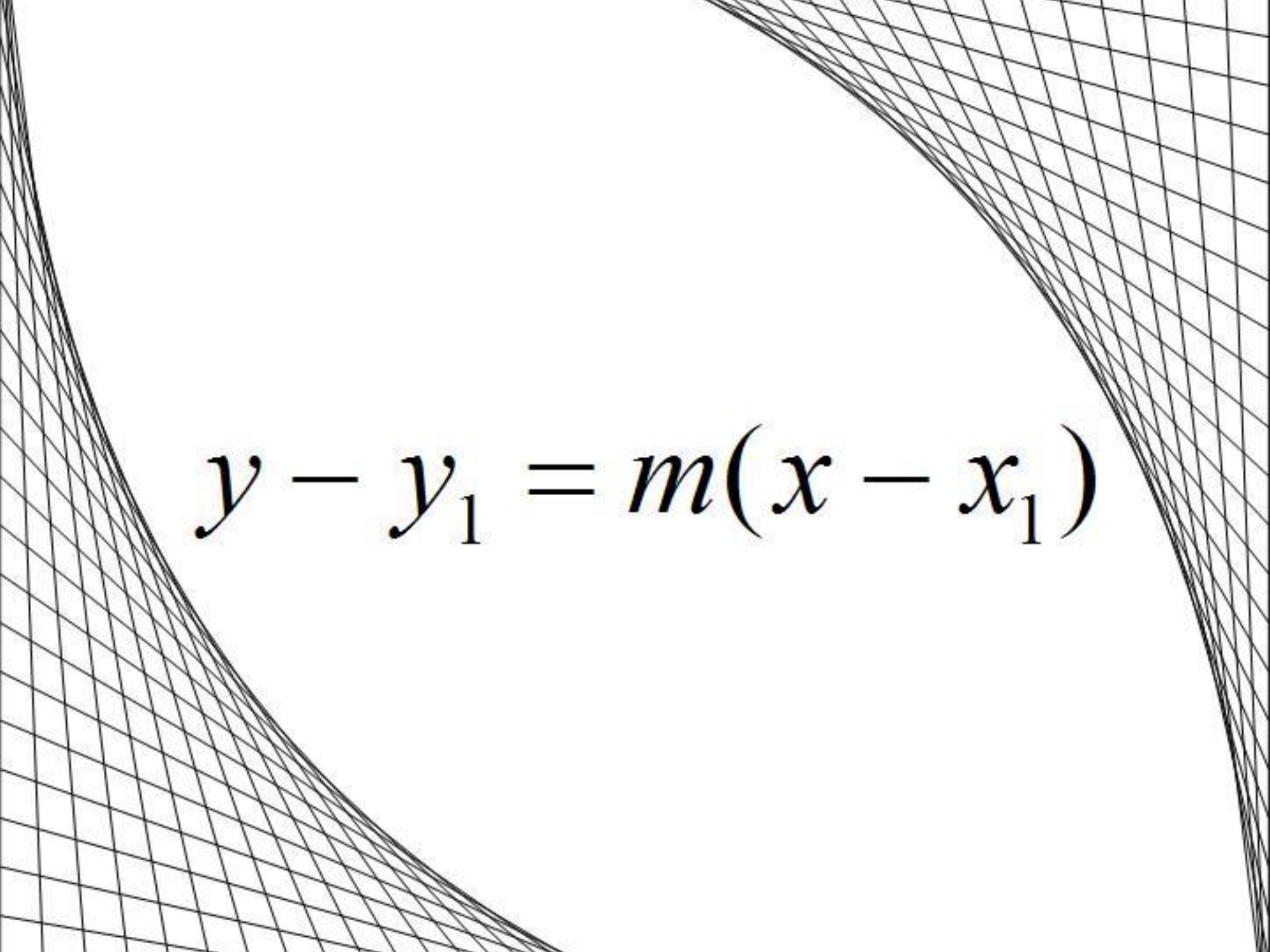
- Clinical Psychologist
  - UC Davis EAP
  - UC Berkeley EAP

- Buffet Style
  - Everything isn't for everyone
  - Choose what works for you, share what works for you

- Just Think!
  - You don't have to go home and change your world. But allow yourself to be open to think

Agenda

☐ Types of Change

☐ Morale

☐ Workplace Intelligence

$$y - y_1 = m(x - x_1)$$

"It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change."

— Charles Darwin

Levels of Change

- Type I
  - Changes that is imposed on us
    - Job changes, layoffs, furloughs, grant funding…
- Type II
  - Change that we impose on ourselves
    - Getting married, having kids, moving…
- Type III
  - Change you impose on others
    - Management decisions, supervision decisions, research team choices…

Types of Organizational Change

- *Anticipatory*:
  - planned but not yet implemented

- *Reactive*:
  - changes made in response to unexpected situations

- *Incremental*:
  - adjustments designed to keep the organization on course

- *Strategic*:
  - altering the overall shape and direction of the organization

Change False Assumptions

□ That a type of change for you is the same for everyone.

□ That the change will stop.

□ That whatever has been changed, will never change again

Laws of Change

- Change takes us out of our "comfort zone"
- Change requires an adjustment period; different for each person
- Change can reduce our ability to control outcomes, therefore, increases discomfort and anxiety
- Resisting change is a normal reaction– even when it is optimal
- Those resisting <u>slow</u> the adjustment process for the entire team

Effects of Change

- Stress response

- Increased anxiety/discomfort/illness

- Grief response (loss of the norm)

- Organizational mistrust

- Changes in productivity/investment

- Resistance vs. Acceptance

Cognitive Change Process
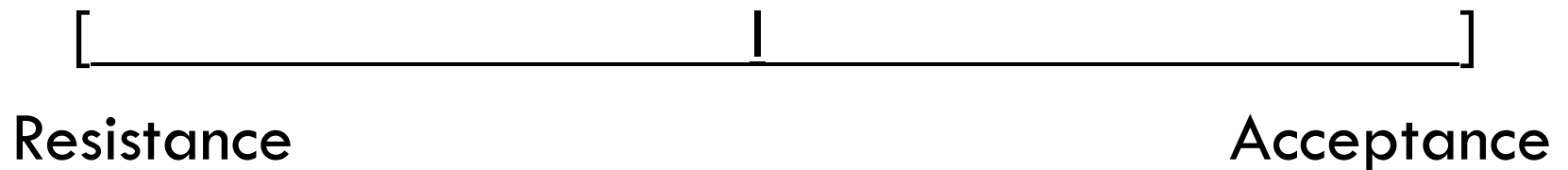
Resistance

- "Why…?"
- Rigidity
- Focused in the past
- Discomfort blame
- Judgment creating stagnation

Acceptance

- "What do I need to do next?"
- Flexibility
- Working with today
- Planning for the future
- Discomfort ownership

Resistance vs. Acceptance

Where do you/and your staff fall on the continuum?

[_____|_____]

Resistance   Acceptance

How to Help Change Happen

- Be nice (seriously)
- Break down goals into small steps
- Provide regular feedback
- Have realistic and clear expectations
- Reward your staff
- Monitor your behavior
- Practice behaviors
- Use memory aides

Stan Goldberg Ph.D.

Mo·rale

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- *a* **:** the mental and emotional condition (as of enthusiasm, confidence, or loyalty) of an individual or group with regard to the function or tasks at hand
- *b* **:** a sense of common purpose with respect to a group

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- **:** the level of individual psychological well-being based on such factors as a sense of purpose and confidence in the future

Causes of Low Morale

- Layoffs and restructuring.
- Poor leadership.
- Poor communication.
- Lack of empowerment or autonomy.
- Inflexible working conditions.
- Damage to the organization's reputation or public image.
- Difficult co-workers.
- Heavy workloads or stress, with no reward or gratitude.
- No sense of social value to the work being done, or a negative impact on the wider society.

Building Morale

- Recognize special events in the lives of your employees.
- Recognize and reward your employees for doing good work.
- Smile more.
- Developing Your Team
- Encourage work breaks.
- Have fun.
- Setting Measurable Goals
- Use Simple, Powerful Words to Motivate Employees (Please & thank you)

Workplace Intelligence

INTRAPERSONAL

SELF AWARENESS: emotional self-assessment

SELF MANAGEMENT: self-control, initiative, adaptability, resilience

INTERPERSONAL

SOCIAL AWARENESS: organizational and political sophistication

RELATIONSHIP MANAGEMENT: influence, conflict mgt., collaboration, building bonds

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Self Awareness & Self-management

Emotionally intelligent leaders display self regard and strong self awareness.

- Admit mistakes and seek to learn from them
- Solicit input

Emotional contagion

- Sigal Barsade (Wharton School of Business)
- When leaders learn to consciously manage their own emotions and understand the emotional triggers of others, they can become a potent force for good within the workplace.
- Knowledge is power!

Self-management – involves controlling one's emotions and impulses and adapting to changing circumstances.

Adaptability during times of change

- Mindfulness practice

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Social Awareness & Relationship Mgmt.

- *Social awareness* – the ability to sense, understand, and react to others' emotions while comprehending social networks.
  - Empathy
  - Institutional awareness
  - Political effectiveness

- *Relationship management*– the ability to inspire, influence, and develop others while managing conflict.
  - Morale building
  - Performance management
  - Coaching, motivation

Workplace Intelligence in Leaders

- Perceive & understand their own emotional states
- Effectively control their moods & adjust behaviors accordingly
- Understand others' emotional states
- Use this information to manage others
- Cope better with work stressors
- Remember that they are a role model
- "Difficult" employee (State or trait?)
- Be aware of power & privilege nuances, bias

Verbal Communication

- Intent vs. impact
  - The "I'm just being honest" excuse

- Closed vs. open communication
  - *Closed communication*
    - Makes audience defensive, feel unsafe, projections, ambiguous responses, silence, sarcasm, threats.
  - *Open Communication*
    - Provides feedback so your audience will hear it.

- Tailor your words/approach
  - Know your 1. Audience 2. Goal
  - Provide feedback so your audience will hear it
  - "Sandwich technique"

Nonverbal Communication

- 60%-70% of communication is non-verbal
  - Hogan, K., Stubbs, R. (2003)

- Requires awareness and management of signals
  - "It's not what you say, it's how you say it"
  - Accurately perceiving or reading others' signals

- Neurobiology
  - Reciprocal effect: "Fake it til you make it"
  - Mirror vs. Sponge

Workplace Intelligence From the Top Down

- "The most effective bosses are those who have the ability to sense how their employees feel about their work situation and to intervene effectively when those employees begin to feel discouraged or dissatisfied"
    - Cherniss (2001)

- 50-70% of employee's perceptions of working climate was linked to emotional intelligence of leadership
    - Goleman (2000)