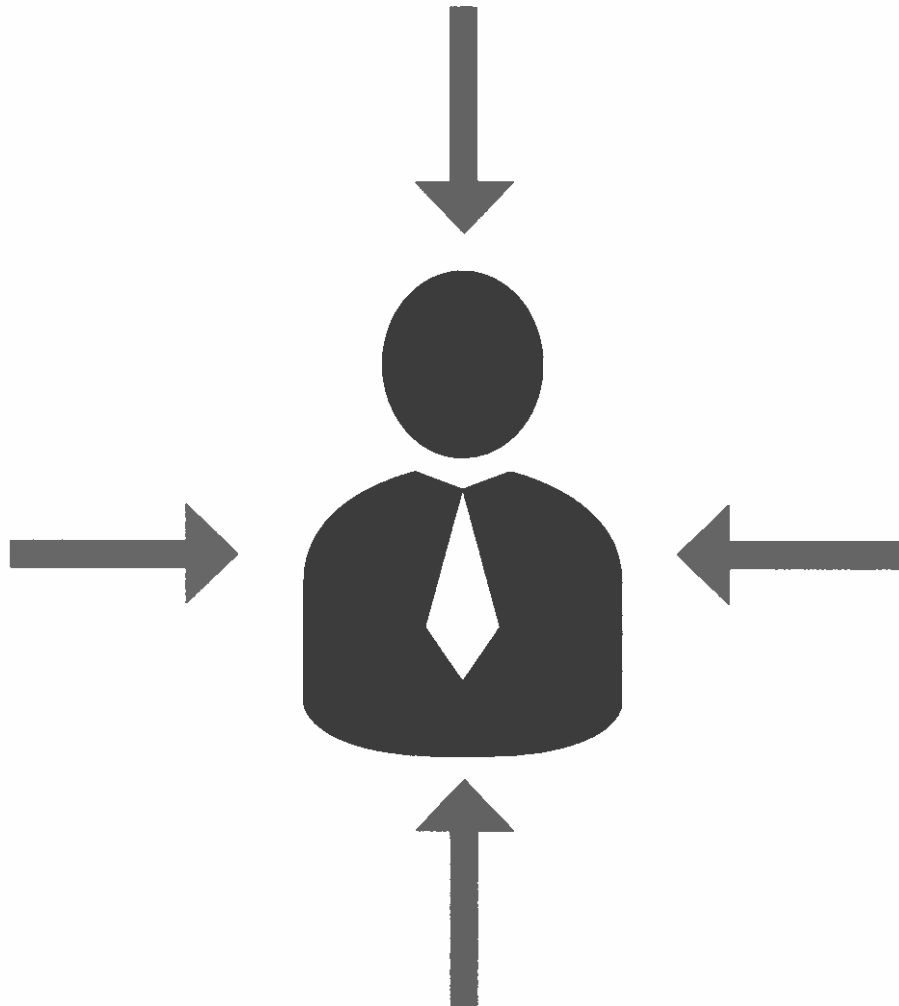


COLORADO NAHRO 2019 Conference

PRESENTS

Change Management and Emotional Intelligence



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Making the Most of Change

It's Not Just the Changes: It's Also the Transitions.

Change: Physical / External

Transitions: Psychological / Internal

Unless Transition occurs, Change will not work.

Stages of Transition

1. Transition Starts with an Ending
2. Managing the Neutral Zone
3. Launching a New Beginning
4. Taking Care of Yourself

Transition Starts with an Ending

What is actually changing and who is, in fact, losing what? Beyond the specific losses, ask, "*What is over for everyone?*"

Don't be Surprised by Overreaction: Expect and Accept Signs of Grief

Acknowledge the Losses Openly and Sympathetically.

Give people information; and do it again, and again.

Define What is Over and What Isn't

Treat the Past with Respect

Look for How Endings Ensure **Continuity** of What Really Matters

Mark the Endings

Managing the Neutral Zone – a nowhere between two somewheres.

Anxiety Rises and Motivation Falls. People in the Neutral Zone miss more workdays than at any other times. In the Neutral Zone, personnel are overloaded, signals are often mixed, systems are in flux, and therefore unreliable.

The Neutral Zone Can Also be the Creative Zone. The task is to capitalize on the confusion. Normalize the Neutral Zone. Redefine the Neutral Zone. It's a time to **question the "usual"** and a time to come up with new and creative solutions to the organization's difficulties. **Encourage Experiment.** Look for opportunities to **Brainstorm New Answers** to Old Problems.

Launching a New Beginning

Beginnings Feel Frightening. The new way of doing things represents a **Gamble.** There is always the possibility it won't work. The prospect of a new risky beginning triggers old memories of failures.

Clarify and Communicate the **Purpose, Picture, Plan, and Part** They Play.

Reinforcing the New Beginning: Ensure Quick Successes. Quick successes reassure the believers, convince the doubters, and confound the critics. Successes can come from small tasks, sure wins, and from ongoing efforts. **Celebrate the Successes!**

Taking Care of Yourself

Figure Out What is Actually Changing and What is Over for You. It could be a **Dream** that has motivated you thus far in your life or career. It could be an **Understanding About Your Value** to the organization. It could be a **Belief** you held about your boss or the organization. It could be the **Image** you have had of yourself.

Identify Your Continuities: Interests, Relationships, Recreational Activities
Experiment a Little Everyday: Design a Learning Adventure

MAKING THE MOST OF CHANGE IN A NUTSHELL:

Show Up / Be Present / Tell the Truth / Let Go

Emotional Intelligence

Self-Awareness

Self-awareness is the first component of emotional intelligence.

Self-awareness means having a deep understanding of one's emotions, strengths, weaknesses, needs, and drives. People with strong self-awareness are neither overly critical nor unrealistically hopeful. Rather, they are honest with themselves and with others.

People who have a high degree of self-awareness recognize how their feelings affect them, other people, and their job performance.

Self-awareness extends to a person's understanding of his or her goals. They know where they are headed and why.

How can one recognize self-awareness?

It shows itself as candor and an ability to assess oneself realistically. People with high self-awareness are able to speak accurately and openly about their emotions and the impact they have on their work.

Self-knowledge often shows itself in the hiring process. One of the hallmarks of self-awareness is a self-deprecating sense of humor.

Self-awareness can also be identified during performance reviews. Self-aware people know, and are comfortable talking about, their limitations and strengths, and they often demonstrate a thirst for constructive criticism.

Self-aware people can also be recognized by their self-confidence. They have a firm grasp of their capabilities and are less likely to set themselves up to fail, for example, overstretching on assignments. They know, too, when to ask for help.

Mistakes in Dealing with Change

Failing to Manage the Stress

Joining the Anti-Change Crowd

Acting Like a Victim

Playing the New Game the Old Way

Requesting a Low-Stress Work Environment

Trying to Control the Uncontrollable

Pacing Yourself

Continuing to Do the Old and the New

Being Cautious

Being Afraid of the Unknown

Making a Big Deal Out of Little Things

Psychologically Disengaging from Your Work

Avoiding New Challenges

Trying to Get All the Answers and Directions

Assuming “Caring Administration / Management” Should Keep You Comfortable

Emotional Intelligence

Self-Regulation

Biological impulses drive our emotions.

Self-regulation, which is like an ongoing conversation, is the component of emotional intelligence that frees us from being prisoners of our feelings. People engage in such a conversation feel bad moods and emotional impulses just as everyone else does, but they find ways to control them and even to channel them in useful ways.

Why does self-regulation matter so much?

People who are in control of their feelings and impulses, that is, people who are reasonable, are able to create an environment of trust and fairness. In such an environment, politics and infighting are sharply reduced and productivity is high.

Self-regulation is important for competitive reasons. Everybody knows business today is rife with ambiguity and change. People who have mastered their emotions are able to roll with the changes. They are able to suspend judgment, seek out information, and listen to coworkers as they explain the new program.

Self-regulation enhances integrity, which not only a personal virtue but also an organizational strength. Many of the bad things that happen in organizations are a function of impulsive behavior, such as exaggerating profits, padding expense accounts, or abusing power.

The signs of emotional self-regulation include a propensity for reflection and thoughtfulness, comfort with ambiguity and change, and integrity with an ability to say no to impulsive urges.

1. Set Goals and Take Action
Become a Quick-Change Artist

Resistance to change is almost always a dead-end street. Being a quick-change artist can build your reputation, while resisting change can ruin it. Mobility, not mourning, makes you a valuable member of the group.

SMART Goal Setting

Specific / Measurable / Action-oriented / Realistic / Timely

2. Develop the Right Image
Commit Fully to Your Job

In today's world, success belongs to the committed. To those who work from the heart...who invest themselves passionately in their objectives...and who recommit quickly when change reshapes their work.

Six Criteria of Personal Credibility

Consistently: Appear Warm and Friendly
 Express Intentions and Motives
 Demonstrate Trustworthiness
 Be an Information Source
 Develop Relevant Expertise
 Demonstrate Dynamism

3. Master Time Management
Speed Up

Emphasize action. Seek radical breakthroughs – quantum leaps – rather than relying solely on incremental, step-by-step adjustments. It doesn't work to leap a twenty-foot chasm in two ten-foot jumps. Develop the reputation as one who pushes change along.

Self-Generated Time Wasters

Disorganization / Procrastination / Inability to Say No / Lack of Interest / Burnout / Gossip / Unnecessary Perfectionism

Environmental Time Wasters

Visitors / Telephone Calls / Mail and Email / Waiting for Someone / Unproductive Meetings / Crises (other peoples' problems) / Coffee Conversations / Unused or Unnecessary Reports

4. Write Your Own Personal Mission Statement
Accept Ambiguity and Uncertainty

Since you'll be going on guesswork to some extent, your ability to tolerate ambiguity and uncertainty will stand as a critical skill. Be willing to wing it. Take personal responsibility for figuring out the top priorities, then point yourself in that direction.

What do you do for people? Really

What do you do for the organization overall? Really?

Prioritize Only Two Tasks at a Time

Most Urgent? Most Important?

5. Behave Like You're a Consultant and Make Suggestions
Act Like You're in Business for Yourself

Become more entrepreneurial. You'll need to assume more personal responsibility for the success of the entire organization. Consider how you personally can help cut costs, serve the customer better, improve productivity, and innovate.

If You Were the Boss, What Would You Do Differently?

Equipment / Volunteers / Materials / Building Aesthetics / Decorations /
Materials / Environment / Meetings / Relationship Building / Information
Sharing / Hours / Activities / Events

How will you pursue these ideas?

6. Continue Your Education
Stay in School

Either you take personal responsibility for continuing your education, or you will end up without the knowledge you need to protect your career.

Brainstorm Options:

Classes / Courses / Seminars / Workshops / Conferences / Other Professional
Associations / New Communication Technology

Role Models?

Emotional Intelligence

Motivation

People with motivation are driven to achieve beyond expectations – their own and everyone else’s. The key word is achieve. They are motivated by a deeply embedded desire to achieve for the sake of achievement.

They have a passion for the work itself. They seek out creative challenges, love to learn, and take great pride in a job well done.

They also display an unflagging energy to do things better. People with such energy often seem restless with the status quo.

They are persistent with their questions about why things are done one way rather than another. They are eager to explore new approaches to their work.

They are forever raising the performance bar. During performance reviews, people with high levels of motivation might ask to be “stretched” by their superiors.

They like to keep score. People who are driven to do better want a way of tracking progress – their own, their team’s, and their organization’s.

People with high motivation remain optimistic even when the score is against them. In such cases, self-regulation combines with achievement motivation to overcome the frustration and depression that come after a setback or failure.

People with high levels of achievement motivation tend to have commitment to the organization. When people love their jobs for the work itself, they often feel committed to the organizations that make that work possible. Committed employees are likely to stay with an organization, even when pursued by headhunters or competitors.

7. Think Broadly and Consider the Big Picture
Hold Yourself Accountable for Outcomes

Holding yourself personally accountable for outcomes requires that you think broadly. Consider the big picture. See if you're really doing all you should to bring about the right results. Combine your efforts seamlessly with others.

Ideas:

Get Mentors / Be Visible / Change the Metaphor

In your career, are you reaching your goals? If not? Why not?

8. Uniquely Add Value
Make Sure You Contribute More than You Cost

It's your contribution that counts, not the hours or years you put in, or how busy you are. Think in terms of being "paid" for performance – for the value you add – rather than for your tenure, your good intentions, or activity level.

If you were getting "paid" for performance, would you get a bonus or a bill?

What are your personal attributes and what is it like to work with you?

9. Exceed the Internal and External Customers' Expectations
See Yourself as a Service Center

Your job security depends on how valuable you are to your "customers." The better you serve them, the better you secure your career. Keep in mind that there are both **internal customers** and **external customers**. Deliver the highest quality service possible and develop a reputation for responsiveness.

What do your customers do? How do you fit in the picture? What are your customers' needs? What does it take to please your customers? How can you contribute to their success?

Emotional Intelligence

Empathy

Empathy means thoughtfully considering others' feelings, along with other factors, in the process of making intelligent decisions.

They listen and learn what coworkers are feeling and acknowledge their fears.

Empathy is particularly important today for at least three reasons: the increasing use of teams, the rapid pace of globalization, and the growing need to retain talent.

A team's leader must be able to sense and understand the viewpoints of everyone around the table. It is important to create a supportive environment where team members can speak openly about their frustrations and raise constructive complaints. Empathy helps in understanding the team's emotional makeup and the result can be heightened collaboration.

Globalization is another reason for the rising importance of empathy. Cross-cultural dialogue can easily lead to miscues and misunderstandings. Empathy is an antidote. People who have empathy are attuned to subtleties in body language; they can hear the message beneath the words being spoken. They have a deep understanding of both the existence and the importance of cultural and ethnic differences.

Empathy plays a key role in the retention of talent, particularly in today's information economy. Empathy plays a critical role in attracting, developing, and keeping good people. When good people leave they take the organization's knowledge with them.

Coaching and mentoring provides better performance, increased job satisfaction, and decreased turnover.

10: Put Yourself in the Right Frame of Mind
Manage Your Own Morale

If you put someone else in charge of your morale, you disempower yourself. Act upbeat, and you start feeling better. Show resilience – bounce back on your own – rather than allowing yourself to wallow in negative emotions.

When Things Change – Expect and Accept the Signs of Grief

Denial / Anger / Bargaining / Anxiety / Sadness / Disorientation /
Disappointment

Then Move On...

11. Continuously Improve Yourself
Practice Continuous Improvement

Continuous improvement is the relentless quest for a better way, for higher quality, keeps you reaching, stretching to outdo yesterday. If every employee constantly keeps an eye out for improvements, major innovations are more likely to occur.

Identify Seven Areas of Competency Necessary in Your Occupation:

Become 1% more effective each month in each area.

Be Creative:

Literature / Media / Events / Activities / the Arts

12. Point Out Problems and Provide Solutions
Be a Fixer, Not a Finger-Pointer

Problems are the natural offspring to change. Build a name for yourself as a problem-solver. Assume ownership of problems. Let the solutions start with you. You'll increase your odds of career success.

What's the problem?

What's your suggestion? Ask – Suggest – Fail – Try Again

Become a good “Failer”

Emotional Intelligence

Social Skill

Social skill is friendliness with a purpose; moving people in the direction you desire, whether that's agreement on a new strategy or enthusiasm about a new product.

Socially skilled people tend to have a wide circle of acquaintances, and they have developed a talent for building rapport and finding common ground. They are upbeat, and their "glow" is cast upon conversations and other social encounters. They have a network in place when the time for action comes.

Social skill is the outcome of the other dimensions of emotional intelligence.

Socially skilled people are adept at managing teams. They are expert persuaders – a manifestation of self-awareness, self-regulation, and empathy combined. They know when to make an emotional appeal, for instance, and when an appeal to reason will work better. And motivation, when publicly visible, makes such people excellent collaborators; their passion for the work spreads to others, and they are driven to find a solution.

Socially skilled people may at times appear not to be working while at work. They sometimes seem to be idly schmoozing – chatting in the hallways with colleagues or joking around with people who are not even connected to their "real" jobs. They build bonds widely because they know that in these fluid times, they may need help someday from people they are just getting to know today.

Career success is based upon getting work done through people, and social skill makes that possible. A person who cannot express empathy may as well not have any. Motivation will be useless if a person cannot communicate their passion to the organization. Social skill allows people to put their emotional intelligence to work.

“ Helping
People

Get More Done in Less Time ”

— AND —

“ Helping
Organizations

Get Their People to Work Together Better ”

Chaos & Change Management • Customer Service • Difficult People • Gender Communication
Generations at Work • Interpersonal Communication • Leadership • Listening • Persuading & Influencing
Problem-Solving/Decision-Making • Self-Esteem • Stress, Time & Procrastination • Team Building

