



**GAME**  
CHANGING

**GMA SHRM**  
**2013 Human Capital Conference**

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# Fearless Change

*Strategies for Facilitating Change Acceptance  
in an Age of Uncertainty*



Helping Build and Sustain GREAT Organizations!

# Jeffrey L. Russell



Jeff Russell, co-director of **Russell Consulting, Inc. (RCI)** with his wife Linda, specializes in helping leaders build productive, supportive, and motivating work environments. RCI helps companies develop their leadership and strengthen team performance to achieve their

great performance goals and outcomes. By guiding the exploration of key values held in common by organizational members and developing strategies and actions to express these values-in-action, RCI helps organizations achieve their strategic vision.

Through processes that include "visioning" retreats, Future Search conferences, process redesigns, improving decision making processes, implementing quality improvement strategies, and providing a variety of skill-building seminars, RCI enhances long-term organizational effectiveness and performance.

## Consulting Expertise

Jeff consults with public and private organizations in the areas of:

- balanced scorecards/dashboards
- customer and employee focus groups
- developing leadership
- employee job engagement surveys
- employee retention programs
- Future Search conferences
- leading and implementing change
- organizational design
- self-managed teams
- systems thinking applications for business
- team assessment and intervention
- total quality management
- training needs assessment
- visioning and strategic planning

## Training Expertise

Jeff conducts an array of leadership and team development seminars on such topics as:

- difficult conversations
- decision making and problem solving
- emotional intelligence
- fearless performance reviews
- leadership and strategic thinking/planning
- leading change
- managing conflict and win/win negotiations

- performance management and coaching skills
- team building fundamentals
- team leadership and facilitation skills
- total quality tools and techniques
- train the trainer
- world-class customer service

## Professional Background

Jeff serves as an adjunct faculty member at University of Wisconsin-Madison, UW-Milwaukee, and UW-Green Bay. He is also on the teaching faculty of the UW-Madison, UW-Milwaukee and UW-Green Bay Small Business Development Centers.

Jeff has a bachelor's in Humanism and Cultural Change and a Masters of Science degree in Industrial Relations from UW-Madison.

Before forming RCI, Jeff served as human resource coordinator for the Wisconsin Department of Administration (DOA). At DOA, Jeff developed and coordinated their employee assistance, leadership and employee development, and equal employment opportunity/affirmative action programs.

## Conference Presenter and Author

Jeff is a sought-after speaker at state, national and international conferences. Recent presentations include:

- ♦ ASTD International Conferences — 2001 through 2011
- ♦ Jamaica Employer's Federation Conference, Ocho Rios, Jamaica, 2004, 2006, 2007, and 2009
- ♦ 2005 Minnesota Quality Conference
- ♦ Minnesota Project Management Institute, PDD 2007, 2008, 2009, 2011, and 2012
- ♦ Wisconsin SHRM Annual Conference, 2004 through 2007, 2010, 2011, and 2012
- ♦ American Society for Public Administration Annual Conference, 2005
- ♦ National Staff Development and Training Association 2011 Annual Conference
- ♦ *Leading Change*, Shanghai, China, 2005
- ♦ *Emotional Intelligence in Action*, Kuala Lumpur, Malaysia, 2012

Jeff and his wife Linda have co-authored nine management books including **Leading Change Training, Strategic Planning Training, Change Basics, Strategic Planning 101, Ultimate Performance Management**, and **Fearless Performance Reviews** (forthcoming 2013, McGraw-Hill).



## Helping Create and Sustain GREAT Organizations!

1134 Winston Drive tel (608) 274-4482  
Madison, Wisconsin 53711-3161 fax (608) 274-1927

RCI Online: [www.RussellConsultingInc.com](http://www.RussellConsultingInc.com)  
E-mail: [Jeff@RussellConsultingInc.com](mailto:Jeff@RussellConsultingInc.com)

# Experiencing Personal Change

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Consider a change (personal or professional) that you have experienced from start to finish in the recent past.

The change I am thinking of is: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Imagine that you kept a journal throughout the change process – a place where you jotted down your **feelings**, **reactions**, and **thoughts** at different times during the change.

Now, imagine that you have opened your change journal to read what you have written on specific pages . . .

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1.

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2.

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3.

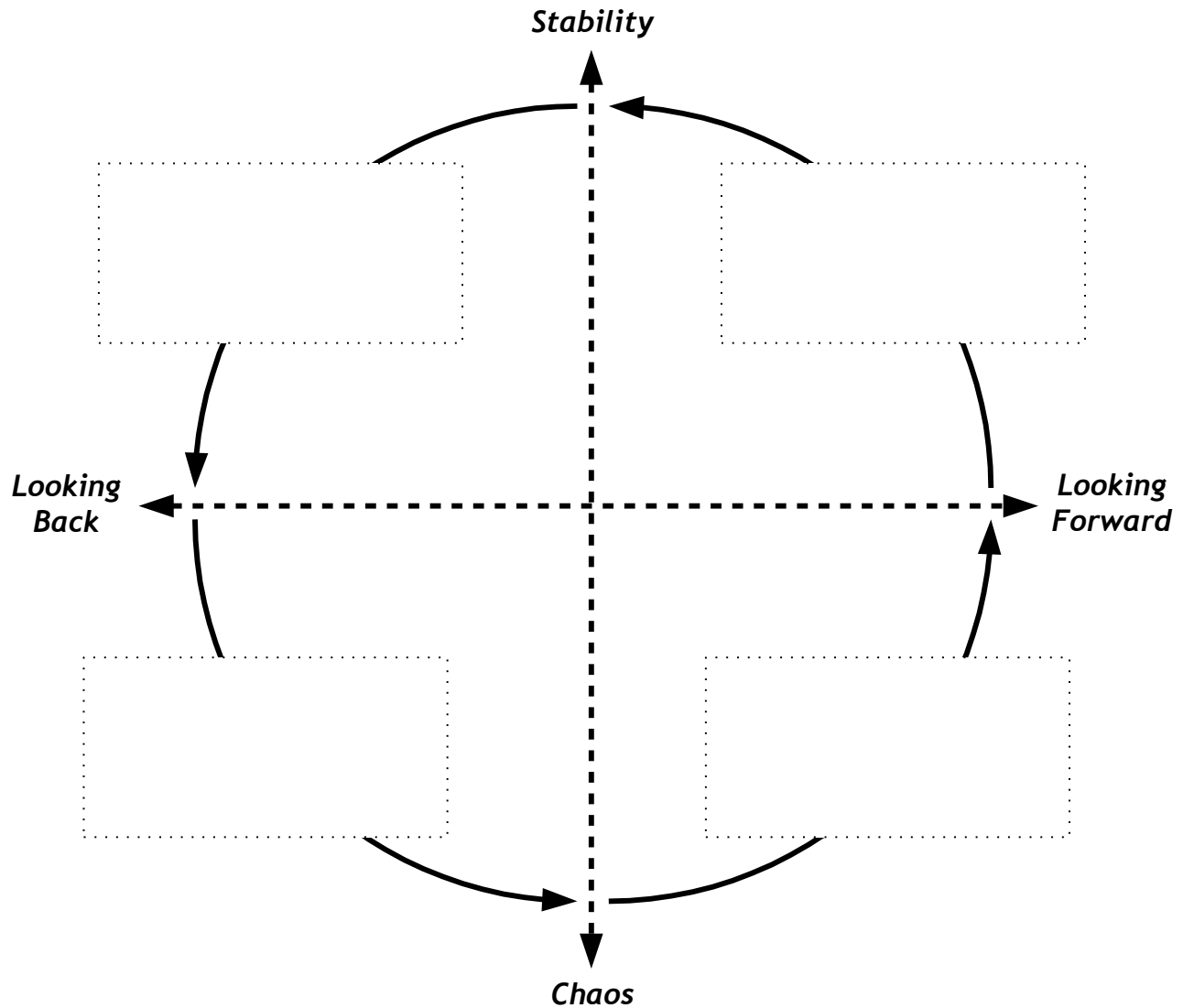
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4.

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# The Emotional Journey through Change

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[From [Change Basics](#), by Jeff and Linda Russell, ASTD Press, 2006]

## Characteristics and Actions for Each Phase of the Change Journey

<p><i>Characteristics of Each Phase of the Change Process</i></p>	<p><i>Actions HR Leaders Can Take to Help Make Change Fearless and Guide Others Through Change</i></p>
<p><b>Comfort and Control:</b></p> <ul style="list-style-type: none"> <li>• Comfortable</li> <li>• Everything's fine</li> <li>• Satisfied</li> <li>• Positive</li> <li>• In control . . .</li> <li>• Safe</li> <li>• Happy</li> <li>• No problems</li> <li>• Rewarding</li> <li>• I'm okay, you're okay!</li> </ul>	
<p><b>Fear, Anger, and Resistance:</b></p> <ul style="list-style-type: none"> <li>• Frustration</li> <li>• Fearful</li> <li>• Upset</li> <li>• Challenged</li> <li>• Anxiety</li> <li>• Lost</li> <li>• Anger</li> <li>• Betrayed</li> <li>• Confused</li> <li>• Hostility</li> <li>• Self-doubt</li> <li>• Dazed</li> </ul>	

<b>Characteristics of Each Phase of the Change Process</b>	<b>Actions HR Leaders Can Take to Help Make Change Fearless and Guide Others Through Change</b>
<p><b>Inquiry, Experimentation, and Discovery:</b></p> <ul style="list-style-type: none"> <li>• Confused</li> <li>• Hopeful</li> <li>• Frustrated</li> <li>• Challenged</li> <li>• Making progress</li> <li>• Searching for solutions</li> <li>• Innovation/creativity</li> <li>• Questioning</li> <li>• Opportunity</li> <li>• Disappointed</li> <li>• Half-way there!</li> <li>• Exciting!</li> <li>• Going in all directions at once!</li> </ul>	
<p><b>Learning, Acceptance, and Commitment:</b></p> <ul style="list-style-type: none"> <li>• Now I know!</li> <li>• Success!</li> <li>• Relief</li> <li>• Self-confidence</li> <li>• Comfortable</li> <li>• Energized</li> <li>• We made it!</li> <li>• Wow!</li> <li>• Satisfied</li> <li>• What's next?</li> </ul>	

# People *Tend* to Resist Change Because . . .

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## 1. They Fear Losing Something that They Value

- The greater the expected loss, the greater their resistance.
- People's fear is based on their perception of the situation — it doesn't matter whether their beliefs are accurate or not.
- Common fears are a *perceived* loss of: status, power, social opportunities, a comfortable status quo, territory, future rewards or opportunities, sense of direction, established relationships, and competence.

## 2. They Lack Trust in Leaders or Misunderstand Their Motives

- People may believe that a specific change was designed to take advantage of them.
- People may be concerned about the unknown details and implications of the change.
- People may fear that if they let an acceptable change occur now, it will set a precedent for allowing changes they don't agree with later.
- People are likely to resist change when the change leaders are not trusted or respected.

## 3. They Disagree on the Merits of the Change

- Those who are initiating the change and those affected by the change may be operating with different sets of information and/or expectations about the reasons for change, the goals and desired outcomes of the change, and the implications of the change.
- People may think the proposed change not only won't resolve problems but could make things worse.

## 4. They have a Low Personal Tolerance for Change

- Some people just don't tolerate change well.
- Attitudes can be difficult to change once they've been learned.
- People may feel the need to "save face" because they may have developed or strongly supported the process, policy, or practice being changed.
- Pressure from co-workers can encourage people to resist change.

# The Potential Losses of Change

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1. **Job Security** — People may fear job loss or a loss of financial resources due to a reduction in their job or income level.
2. **Psychological Comfort/Security** — People want to feel safe, secure, and comfortable. They may perceive that the change threatens their level of safety, comfort, security, and self-confidence by reducing their level of certainty about the world around them.
3. **Control Over One's Future** — Related to the perceived loss of psychological comfort/security, people may perceive that the change threatens their ability to control their future actions, decisions, and identity.
4. **Purpose/Meaning** — People may perceive that their fundamental purpose and meaning in life are jeopardized. Change, they believe, threatens to take away their identity, hopes, aspirations, and a meaningful life.
5. **Competence** — People may believe that the change will reduce their ability to do their work/jobs well. They may feel unprepared for new responsibilities and duties — which can lead to embarrassment and a reduction in self-confidence.
6. **Social Connections** — People may believe that their social contacts with customers, co-workers, or managers will disappear. This can result in a loss in their sense of belonging, community, and social cohesion to a team, group, or the organization. Since so much of our sense of self evolves through our relationships to others, this perceived loss tends to be the most traumatic for people.
7. **Territory** — People believe they may lose a sense of certainty about the territory or area that used to be theirs. This territory includes physical workspace, expertise, job titles, assignments and psychological space.
8. **Future Opportunities** — When a change threatens rewards and opportunities that are expected in the future, people fear they may lose a deserved reward that they have worked hard to achieve.
9. **Power** — Change can threaten a person's sense of power and influence in their organization and life. People may perceive that the change takes away part of what enables them to feel effective.
10. **Social Status** — People may perceive that the change will erode the status that they have achieved (through competence, influence, hard work, etc.) compared to other people, that what they have worked hard to accomplish may disappear.
11. **Trust in Others** — People may lose their trust and faith in others — especially leaders and others whom they have admired in the past — when the impending change threatens to take away other things of value.
12. **Independence/Autonomy** — When change is introduced, the perceived loss of competence creates a related secondary loss of independence/autonomy where people perceive that their ability to be self-directed and self-managed will be eroded.

## Why We Value Change Resisters . . .

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1. They help \_\_\_\_\_ the problems that must be addressed by the change.
2. They \_\_\_\_\_ problems that may need to be solved first or along with the problems being solved with the change.
3. They force change leaders to \_\_\_\_\_ before they implement.
4. Their tough questions can \_\_\_\_\_ the change vision, strategy, and plan.
5. They let us know who \_\_\_\_\_ the change — and, therefore, who we need to listen to.
6. They \_\_\_\_\_ down the change.
7. They may be right — it IS a \_\_\_\_\_ idea!

# Developing Leader/Managerial Competencies for Leading Fearless Change

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## Strengthening Leadership/Managerial Change Management Competencies

Based upon the issues we've explored in this session, what specific leadership and managerial change management competencies will need to be strengthened to ensure that your next change is a *fearless* change?

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## Strategies for Developing these Leadership/Managerial Competencies

What is the best strategy for developing these leadership/managerial competencies? Identify some possible approaches/strategies for developing these key competencies in your leaders and managers.

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# Your Fearless Change HR Action Plan

	Key HR Actions to Lead <i>Fearless Change</i> and Enable Change Acceptance
	<i>HR should <u>stop</u> . . . .</i>
	<i>HR should <u>keeping doing</u> . . . .</i>
	<i>HR should <u>start</u> . . . .</i>

# Leading Fearless Change Resources

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