

Workshop made
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Nonprofit Support Program
HARTFORD FOUNDATION FOR PUBLIC GIVING

Engaging Teams Through Turbulent Times

March 23rd, 2022

Presented by *Maria Badali* of The logo for Arkle Consulting Group features the word "arkle" in a bold, dark blue, lowercase sans-serif font. Below it, the words "CONSULTING GROUP" are written in a smaller, uppercase, dark blue sans-serif font, with a yellow horizontal bar behind the text.

Your facilitator: *María Badalí*

- Principal and Lead Consultant at *Arkle Consulting Group*, specializing in change management, strategic planning, leadership & team effectiveness
- 20 years of experience as Management Consultant, Facilitator and Executive Coach for clients across sectors and geographies
- Board member of the Association of Nonprofit Specialists & trustee of Elysian Charter School
- MBA in Strategic Management & Finance; a Masters in Linguistics & Pedagogics

Session objectives

- To help you better **understand** how to manage change, as well as attend to the balance between the **operational and human sides of change**
- To ensure that you leave with at least one **practical idea** on how to use this knowledge to more effectively navigate change both personally and professionally

What is your attitude toward change?

Avoid at all cost ◆ *Would rather not* ◆ *Bring it on*

**"Our attitude toward
life determines life's
attitude towards us."**

John N. Mitchell



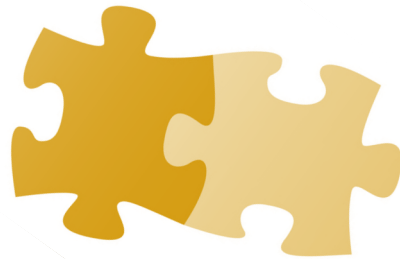
5 key learnings about Change

1. Everyone reacts to change differently
 - Our reactions vary with the ***type of change***
 - We must be aware of our own ***personal reactions*** to change in order to effectively navigate others through change
2. Every change has both: potential ***gains*** and ***losses*** that are experienced personally and organizationally
3. Change is more difficult, when the future is uncertain or unclear
4. Complex change **MUST** be managed
5. There is a ***human side*** of change that can make a difference between successful and unsuccessful change

An important distinction:

CHANGE

Structures
Systems
Processes
External shifts



TRANSITION

Attitudes
Beliefs
Behaviors
Psychological re-orientation



Top question about change

How will this change affect **me**?

“50% of lost productivity during a transition (to change) is caused by employees wasting time while waiting for answers to the “ME” question.”

Source: Price Pritchett & Ron Pound

The human side of change

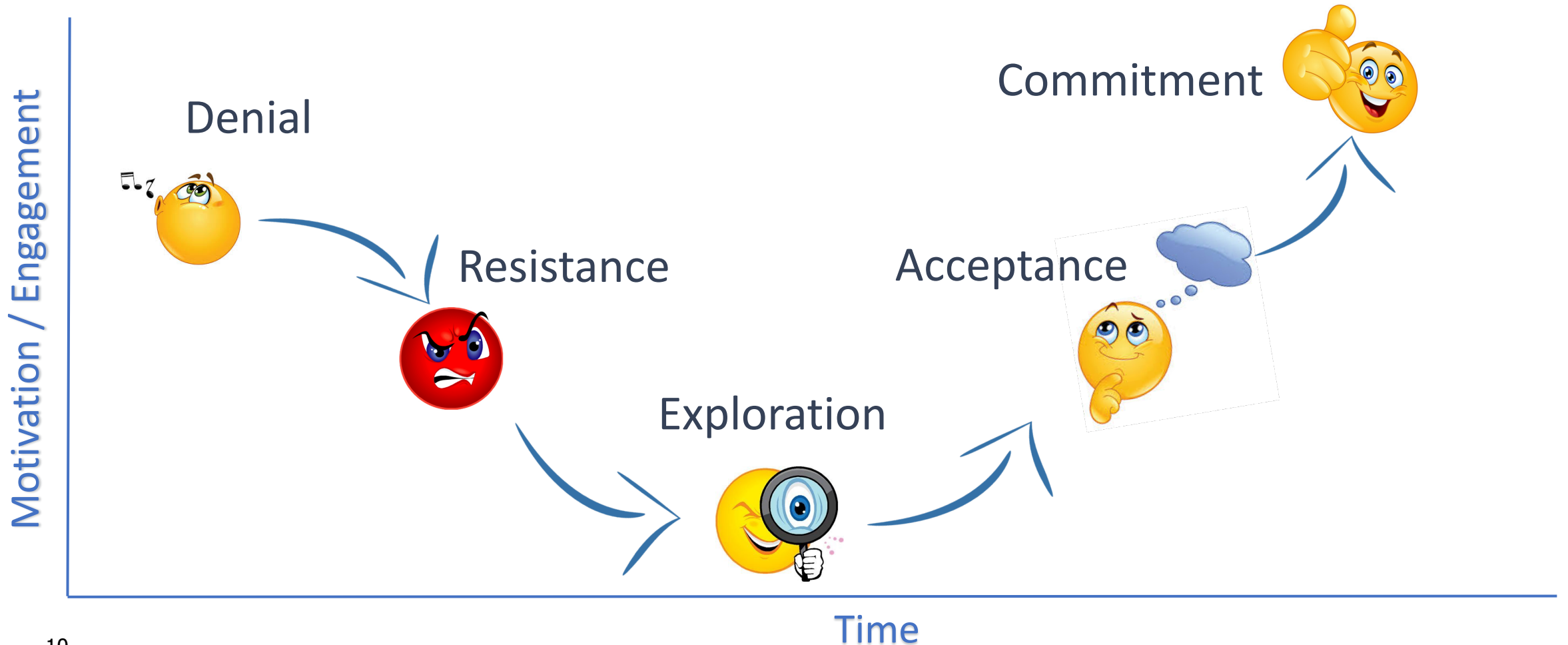
For the Change Agent the Change is...	For the Change Target the Change is...
<p><i>A conscious, planned decision</i></p> <p><i>Seems gradual</i></p> <p><i>Solves a problem</i></p> <p><i>Seems logical</i></p> <p><i>Provides new opportunities</i></p>	<p><i>Out of their control</i></p> <p><i>Seems sudden</i></p> <p><i>Creates problems</i></p> <p><i>Seems arbitrary</i></p> <p><i>Disrupts routines</i></p>
 <p>Intentional</p>	<p>Imposed</p> 

“The role of the manager is to *change the change* so that it ceases to be seen as an end to what is desirable and becomes, instead, a sacrifice that is necessary to protect what is *really* desirable.”

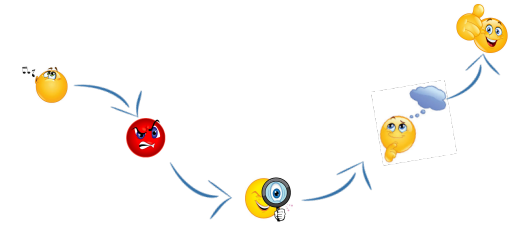


William Bridges, “Surviving Corporate Transitions”

Transitioning: The human side of change



Strategies for moving along the curve



When we are here:	We need:
Denial - Resistance	<ul style="list-style-type: none">• Information, Information, Information• To know that change WILL happen• Time to let things sink in
Exploration	<ul style="list-style-type: none">• More specifics of the change – when/how• To ask questions• Encouragement and support
Acceptance	<ul style="list-style-type: none">• Training• Clarity of priorities• To provide feedback• To see progress / results / quick wins
Commitment	<ul style="list-style-type: none">• To be recognized for accomplishments• To understand long-term goals

How to manage Change and Transition

The goal is to get ourselves **ready**, **willing** and **able** to *implement and sustain* new ways of working

READY

Understand **reasons** for change and **evolving vision** for the new norm

Understand why it is important to me (**WIIFM**), the organization, and the clients

WILLING

Know my role in making this change successful

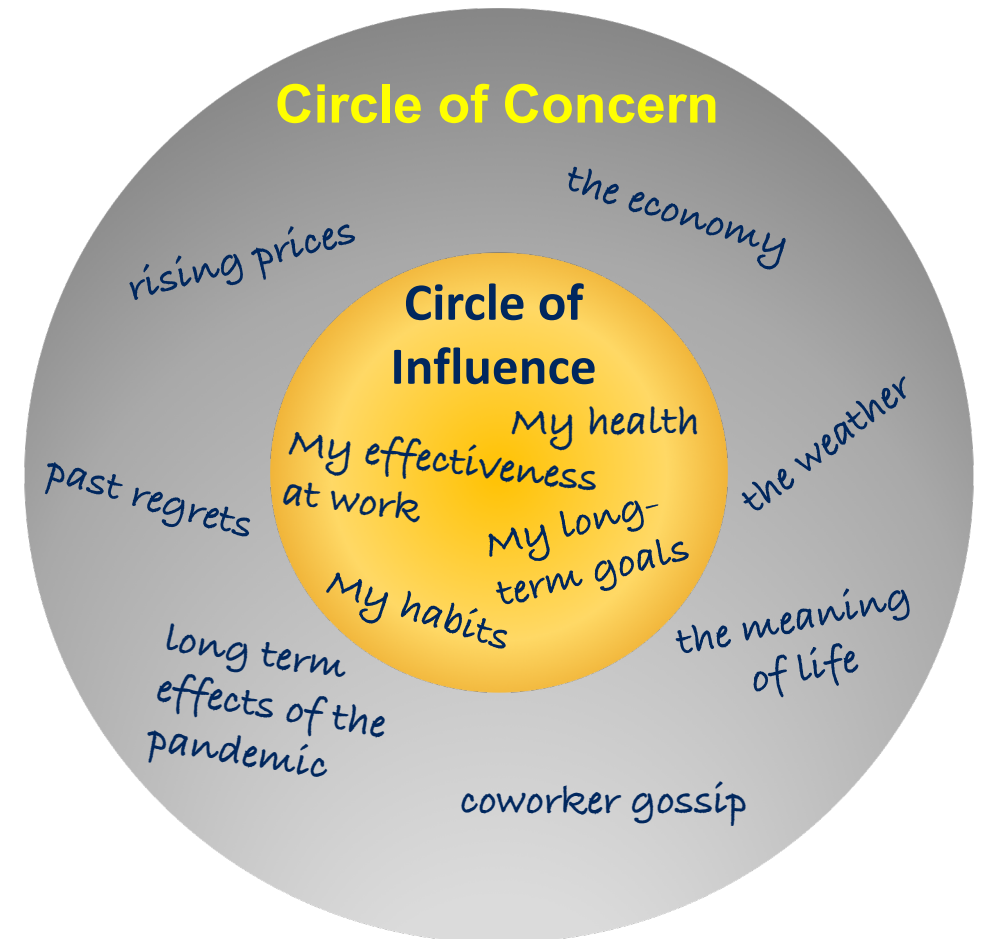
Be clear about expectations

ABLE

Proactively ensure that you have the tools to do the work

Prioritize pragmatic action

- Focus on what you can control
 - ...directly through your own behavior
 - ...indirectly through the behaviors of others
 - Choose to see the opportunity, instead of getting stuck concentrating on the challenge. Ask: *“What could be good about this?”*
 - Identify ways to leverage influence by collaborating with others



Prioritize pragmatic action *(cont'd)*

- Focus on what you can control
- Embrace short-term approach
 - Don't stand still awaiting the answers / the "final" strategy. Move your team forward.
 - *What projects can your team execute in 30, 60, 90 days that will benefit the organization regardless of which direction the strategy takes?*
- Prioritize



It's a Two-Way Street

Change Agent

(Management)

- Do your homework
- Communicate (even without complete information)
- Encourage input
- Listen, observe, show that you care
- Enforce accountability
- Walk the talk

Change Target

(Staff)

- Do your homework
- Listen; Give benefit of a doubt
- Share ideas
- Listen, observe, show that you care
- Embrace responsibility
- Provide feedback

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*Thank you for your
participation!*



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