



Being a Change Catalyst

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About this guide

Years of advising, coaching and facilitating the development of change agents in businesses has shown us that success in this area boils down to some simple concepts; the challenge is putting these into action.

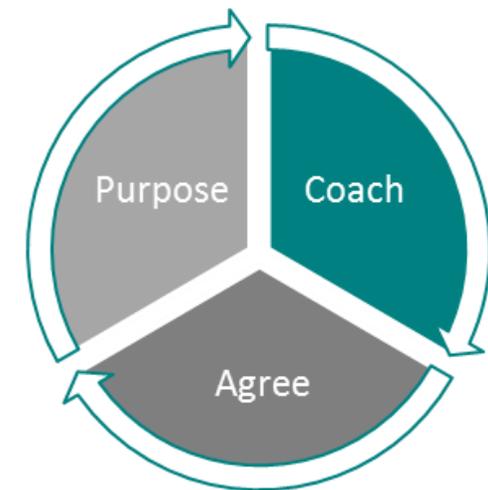
Whether we are running 1 hour taster sessions on this content to 1-day workshops or six month coaching programmes – the same concerns come up. The only real difference is that over a longer-term period we have more opportunity to support and challenge people in developing the skills and confidence to be a real catalyst for change. Our hope is that this guide may provide further background information for those starting to use the change principles and are keen to understand more.

First of all, here's a brief summary of the core approach to being a Catalyst for Change.

Be obsessed with purpose – so that you can stay focused on what you're trying to achieve, goal-setting research shows us means you are more likely to achieve it with this mindset.

Coach-Advise-Coach – so that you both engage people, show that you value their opinion, get them thinking for themselves, add your feedback, advice and expertise and then coach again to gain commitment – all leading to a higher probability that action will follow.

Explicitly agree action – so that everyone knows what is being done, when, how – when there is a deadline or milestone for review etc. Again this leads to a higher likelihood that stuff will get done.



Making the most of this guide

Enclosed in this guide is further background information on the research into our responses to change – the classic change curve, what that means to how we behave and what we can do to help people progress through those stages. But the basic premise is to start with the following questions, feel free to make a copy of them and use them to guide and structure the conversations you may be having with stakeholders.

Being Obsessed With Purpose

Questions

- What is your purpose?
- What are you trying to achieve?
- What are we both aiming for?
- What is your ideal outcome?
- What's behind that – why do you want that?
- Why are we aiming for this?
- What do we really want?

Coach – Advise - Coach

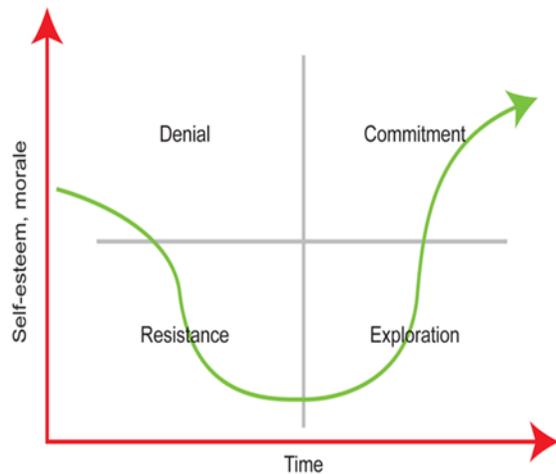
Questions

- | | |
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| <ul style="list-style-type: none"> • What do you want to do? • What could you do? • I think... • I've noticed that... • I know other people have tried... • I've found before that it works well if... | <ul style="list-style-type: none"> • What do you think about that idea? • What's good about it? • What would make it better? • How could you make that work for • What else could you do? |
|--|--|

Explicit Agreement for Action

Questions

- So what have we agreed?
- What will you do now?
- What support would you like from me?
- Ok I will... OR I think it would be better if...
- What might stop us from getting this done?
- How can we get around those things?
- When will we review progress on this?
- How about we have a shorter-term milestone to get us moving?



The Change Curve

You may have come across the concept of 'The Change Curve' before (see the illustration on the left hand side). It provides an overview of the emotions that people go through when faced with change. It considers the impact of change overtime in terms of self-esteem and morale and identifies four broad, common responses to change:

Denial, Resistance, Exploration and Commitment. This is a fluid curve and people will go through each area at different rates.

Dealing with resistance to change is often a case of understanding where someone is in the process of responding to change – and then helping them move towards a more positive response.

Recognising where people are is critical so it's important to consider – what might it be like to be in each of these four areas? What would you hear people saying? What would indicate someone was in this area of response to change? Thinking this through will help you recognise the signs through behaviour – but once that's done how can we help people move forward towards Commitment?

The table below provides some ideas for helping people at each stage move forward towards Commitment:

<p>Denial</p> <ul style="list-style-type: none"> • Confront reality with evidence • Create awareness • Describe the problem & discuss the implications • Understand concerns 	<p>Commitment</p> <ul style="list-style-type: none"> • Focus people on results • Look towards the future • Set clear goals • Acknowledge and reward
<p>Resistance</p> <ul style="list-style-type: none"> • Look for quick wins • Remove barriers to change • Enable individual responses • Challenge assumptions • Listen to understand • Be supportive 	<p>Exploration</p> <ul style="list-style-type: none"> • Explore solutions • Focus people on priorities • Deal with confusion • Set short-term goals • Get people involved

Handling Different Crises

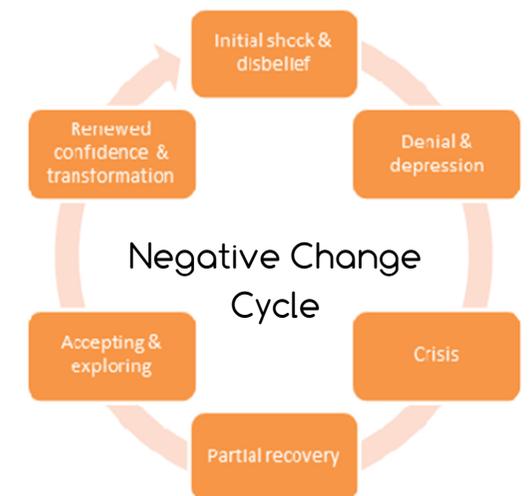
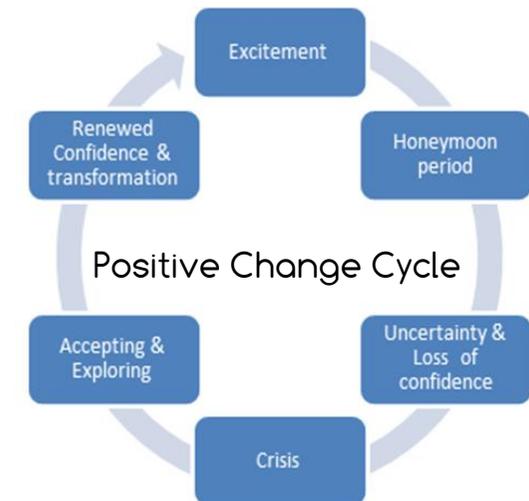
Positive & Negative Cycle

Of course change can take many forms. People will respond to change in different ways you can put change into one of two formats – a positive change and a negative change. A positive one might be a promotion, for example. Or a negative one, might be a headcount reduction or redundancies. For each of these, whether positive or negative, a crisis will occur.

Each individual will move through the various stages of change at a different pace and a good coaching manager or catalyst for change will understand where people sit in the cycle and adopt an emotionally intelligent approach in their interactions with each individual.

Whilst most people eventually go through the full cycle of change and emerge with confidence and enthusiasm at the other side, it is important to realise that some individuals enter a state of extended crisis in which they become 'stuck'. These individuals would benefit from coaching to try to help them to become 'unstuck' by getting them to understand the end goal and how to reach it.

However, there are times when some individuals cannot come to terms with the changes, or are unwilling to adapt to new ways of working, and you may then be left with no option other than formal performance management measures.



Things to Think About



In Summary

In summary, the Purpose-Coach-Agree approach simply makes a start to engaging people with change and challenging them to think differently. Whether we call it change or simply everyday work, we're constantly looking for people to think differently in order to improve, get the best out of each other and drive better performance.

And so when we hit resistance to this it can be helpful to understand where people are coming from and then support and challenge them towards progress. Sometimes the simplest starting point is to ask:

- What is it you're thinking about this?
- Where is that coming from – what's the background to that thinking?
- What's a different way of thinking about this?
- What's stopping you from thinking in that way?
- What might help you address those barriers?

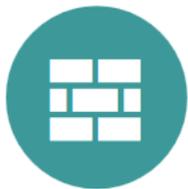
about Totem

People at their Best

build:

We support you in uncovering your vision, mapping talent and developing end to end processes to manage talent within your organisation.

Focusing on profits through people



engage:

We help you to engage individuals and teams—supporting change, gaining commitment to your vision and retaining your highest performers.

Making sure you get the best from your people



assess:

We provide you with tools, techniques and assessors to help you map the talent and potential of individuals in your organisation and/or in selecting new talent.

Helping you recruit people who fit and deliver results



develop:

We design and deliver exceptional, focused and blended development, allowing each individual to grow in their role, capability and motivation.

Maximising potential and personal contribution



What our clients say about us:

We're nimble

"What sets Totem apart? It is their ability to be very thorough in their approach whilst at the same time willing to offer innovative suggestions that can be implemented in a time and cost effective way. Would I recommend them to others? Without question!"

HR Manager, Pulse

We get them

"I'd definitely recommend working in partnership with Totem – I say partnership, as this is exactly how they operate. They seize every opportunity to learn more about your business and by doing so are able to support projects with this insight, often going above and beyond the original scope."

Resourcing Manager Carphone Warehouse

We inspire confidence

"...combining her extensive organizational psychology knowledge with a wealth of insight gained during her years as a professional actor Liz offered our business something that was truly unique."

The result of this is a powerful and thought provoking blend of theory and practice which demystifies the art of communicating and influencing effectively in formal and informal situations."

Talent Manager HML