



How to Lead Workgroups Through Change

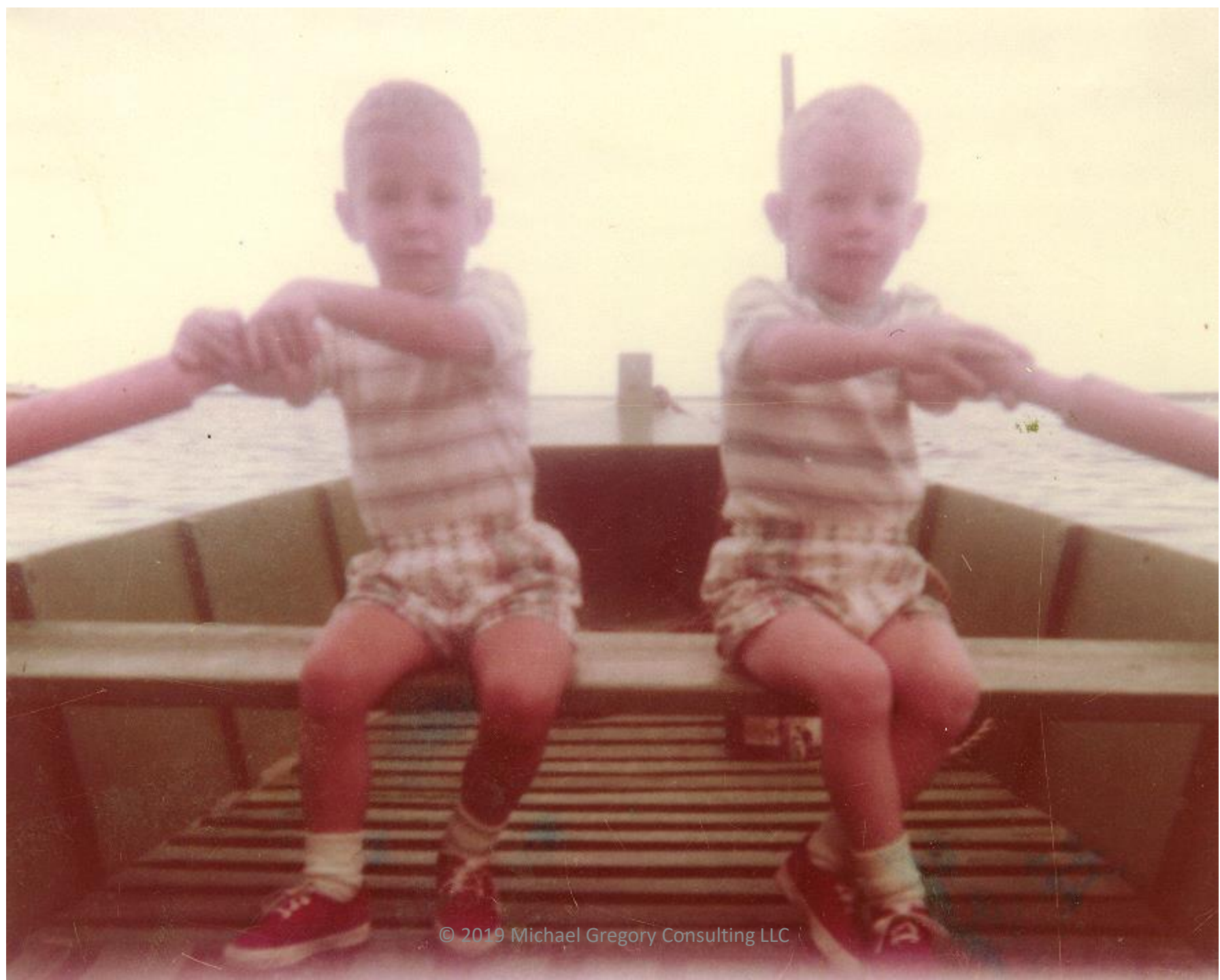


The
**Collaboration
Effect™**

Michael Gregory

mike@collabeffect.com





Take Advantage of the Collaboration Effect

Multiply Your Effectiveness	Working Through Change	Build Engaged Workgroups	Communication Diversity and Perspective
How to Work with Difficult People	Find Work-life Balance	Coach for Success	Peaceful Resolutions
Manage Time and Your Life	Plan for Succession Planning	Delegation Made Easy	How to Work with the IRS

You Will Be Able To:



- Define The Collaboration Effect
- Anticipate resistance to change and know how to address it
- Explain how to focus on values and not beliefs
- Demonstrate active learning with an exercise
- Leave with action items to lead your work group through change



The Collaboration Effect™

Enhancing Relationships, Resources & Revenues

Connecting Relationships

Actively *Listening*

Judiciously Educating

Negotiating Closure

A Personal Story



Collaboration

- the action of working with someone to produce or create something

A photograph of a newborn baby lying on its back on a white textured surface. The baby is positioned between a man on the left and a woman on the right. The man has dark hair and a beard, and the woman has blonde hair and is wearing a necklace. The text "It's About Us" is overlaid in the center of the image.

It's About Us

Understand That Change is Constant



- People
- Technology
- Information

Transition with the Change



- Transition is about:
 - Gradual process
 - Gains and losses
- Transitions
 - Cannot be scheduled
 - Are hard to measure
- Transitions focus on
 - People impacts
 - Internal actions
 - Unstructured activities

Three Phases Associated with Change



- Endings
- Neutral Zone
- Beginnings

Endings



- Realization that things will change
- Letting go
- Old realities
- Old identities
- Old beliefs
- Recognize and deal with the loss

Neutral Zone



- Uncertainty
- Letting go
- Rules
- Expectations
- Roles
- Chaos
- Creativity

Beginnings



- New
- Understandings
- Values
- Attitudes
- Identities
- Productivity

Acknowledge Grieving is Needed and Help Others Move On



- What might be lost?
 - Turf
 - Status
 - Power
 - Influence
 - Relationships
 - Future
 - Meaningful work
 - Control of destiny
 - Personal identity
 - Friendships

What Do You Do?



- Acknowledge loss and own it
- Have an open discussion with your team
- Celebrate the legacy
- Acknowledge accomplishment
- Pay tribute to the past
- Farwell party of legacy organization

Own Your Own Reactions in the Neutral Zone



- Your own emotional reactions
- What are your emotions
- How will I benefit?
- How will the organization benefit?
- Ambiguity and transition
 - Uncertainty
 - Letting go of rules, expectations and roles
 - Chaos
 - Creativity
- **We are in this together**

Initiate New Beginnings



- Decide how you will act
- Manage your own losses
- Come to grips with your own change, gains, losses and feelings
- Take care of yourself first
- Communicating the change
 - Information sharing
 - Management introduction
 - Theory of change meeting

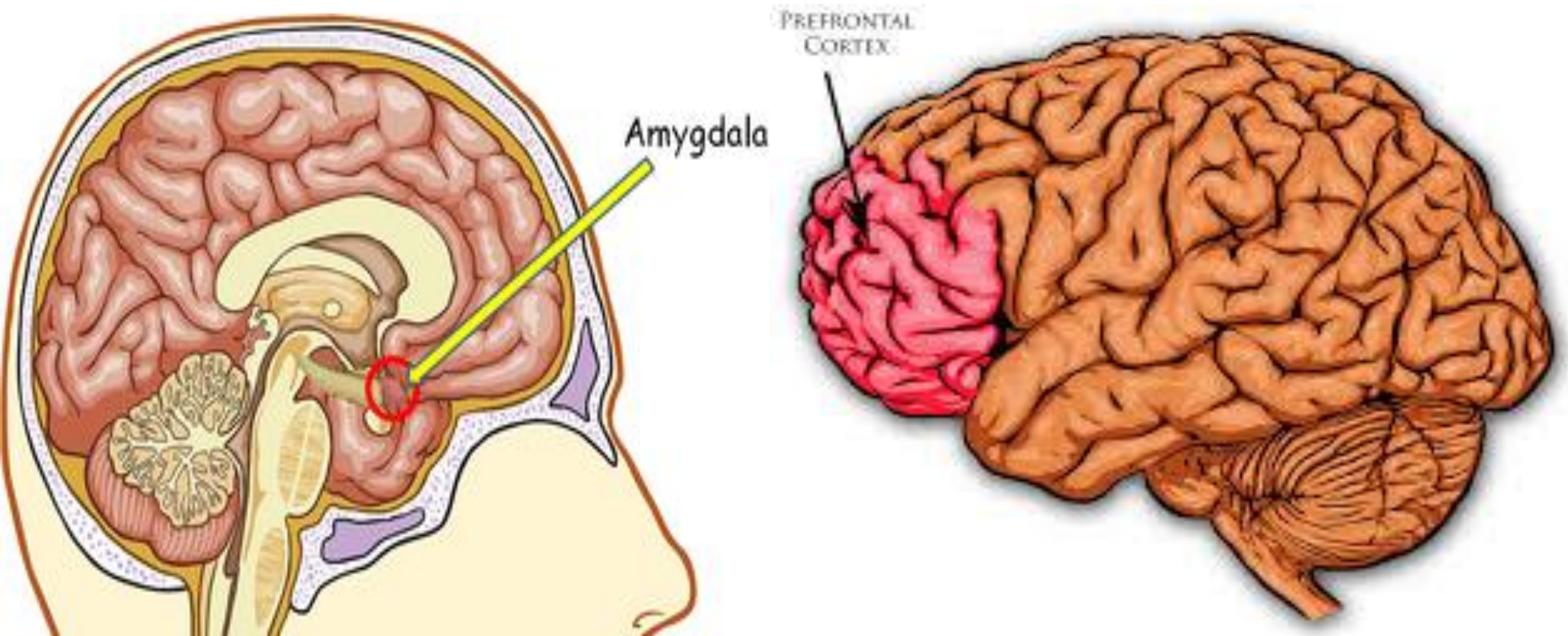
Letting Go of Old Things



- A change leader:
 - Puts every process, service or product on trial for its life
 - Abandons process, service or product of minimal value even if a few good years of life remain
 - Establishes and supports new processes, service or products that are better
- What are some examples from your experiences?
 - Process
 - IT
 - Evaluation system
 - Production standards

-
- The collage consists of five word clouds arranged vertically, each with a white rectangular redaction box. The word clouds contain the following words:
- Word Cloud 1 (Top):** inclusive, collaborative, generous, shared, communal, selfish, belonging, usual, partnership, selfless, union, compromise, collective, cooperative, mainstream, tribal, helpful, all, join in, group, mutual, together, assistance, universal, community, separate, assist, help, support, connection, cooperation, communication, unification, communique, commonplace.
 - Word Cloud 2:** union, all, join in, group, mutual, together, assistance, universal, community, separate, assist, help, support, connection, cooperation, communication, unification, communique, commonplace.
 - Word Cloud 3:** one, distinct, outlier, novel, solitary, role, individual, original, solo, private, exclusive, component, novel, solitary, role, individual, original, solo, private, exclusive, component.
 - Word Cloud 4:** one, distinct, outlier, novel, solitary, role, individual, original, solo, private, exclusive, component, novel, solitary, role, individual, original, solo, private, exclusive, component.
 - Word Cloud 5 (Bottom):** one, distinct, outlier, novel, solitary, role, individual, original, solo, private, exclusive, component, novel, solitary, role, individual, original, solo, private, exclusive, component.

Amygdala & Prefrontal Cortex



How Do You Overcome Resistance to Change?



- Involve employees with planning
- Encourage employees to share personal concerns
- Address previous workgroup issues that were ignored
- Ensure clear, honest communication
- Ensure the purpose of the change is clear
- Acknowledge systems that are working

How Do You Overcome Resistance to Change?



- Explain benefits of the new system
- Acknowledge fear of the unknown – now an opportunity
- Work to overcome excessive work pressure
- Address “costs perceived to be too high”
- Address “rewards for making the change seen as inadequate”
- Promote trust and respect between you, your group, and the change initiator

Exercise



- What are barriers to change where you work?
- What are ideas from others in your group to assist you in overcoming those barriers?





Escalation



Choices...

Bookkeeper Example



- Hired bookkeeper
- Use spreadsheet and cut checks for payroll
- Business grew
- Management wants to implement new software
- Bookkeeper sees job in jeopardy
- Bookkeeper rejects all software packages
- Management is reluctant to negatively impact a valued employee
- Employees complain on time to receive travel reimbursement

Emotions Priorities Impacts



信 頼

Trust

trust

A close-up photograph of a hand holding a small, light-colored, textured object, possibly a piece of sand or a small stone. The word "trust" is written in a cursive, handwritten style on the surface of the object. The lighting is warm and focused on the object, with the background being dark and out of focus.

- SOAR

- Straightforward

- Open

- Accepting

- Reliable

Collaboration Process



- Discovery
- Engagement
- Creative solutions
- Strategy deployment
- Results Management

Communication



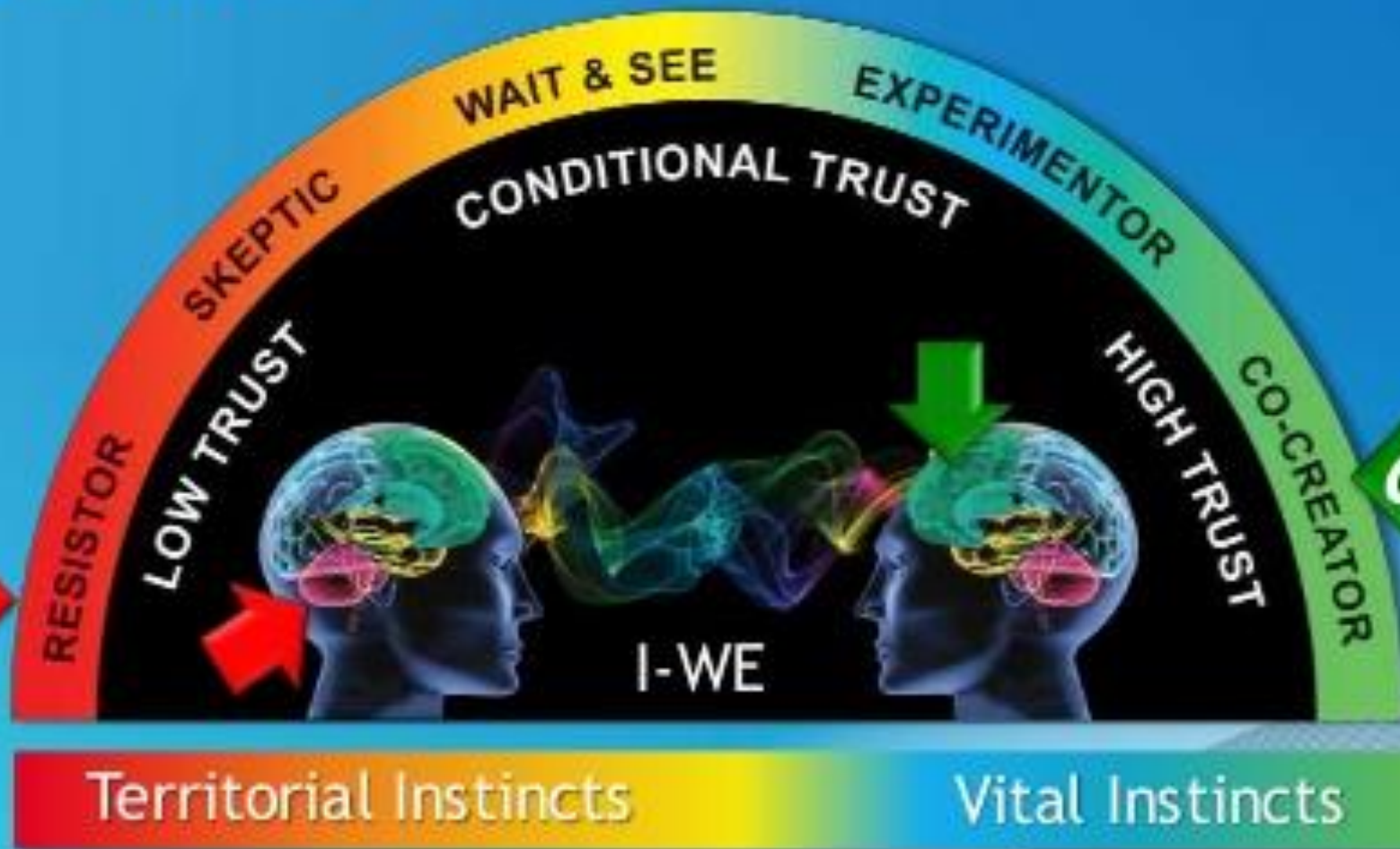
Conversational Intelligence Dashboard™

Making the Invisible Visible!

PROTECT

Fight
Flight
Freeze
Appease
Distrust

Cortisol



PARTNER

Wisdom
Innovation
Strategy
Empathy

Oxytocin

Foresight
Insight
Trust

Listen to Connect

© 2019 Michael Gregory Consulting LLC

Copyright 2015 Benchmark/
The Creating WE® Institute All Rights Reserved





Listening...



The keys to active listening are:

Paraphrase,

Summarize,

Ask open-ended questions, and

Empathize.

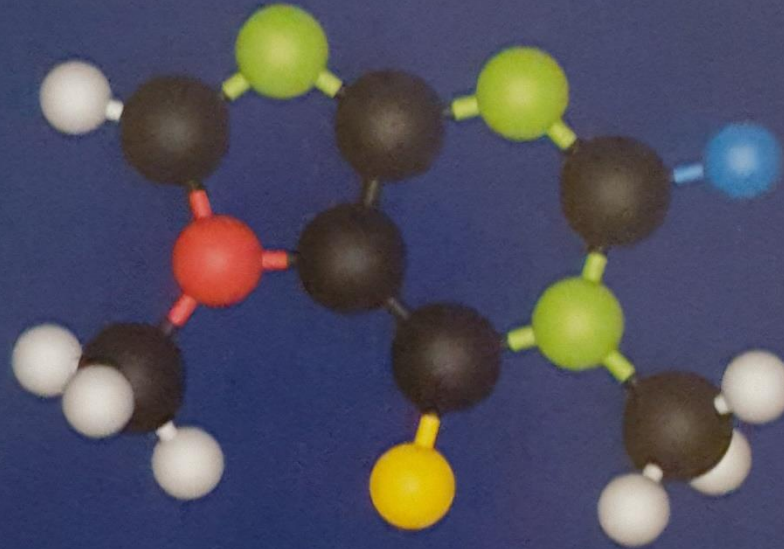


SOAK UP THE ROAD

**What would it take for you to lead change
and take advantage of the
collaboration effect?
What would you have
to do differently?**



PEACEFUL RESOLUTIONS



A Pocket Tool for Conflict Resolution

Michael Gregory Consulting, LLC

For additional information contact

Michael Gregory at (651) 633-5311

or email mg@mikegreg.com

©2016 Michael Gregory Consulting, LLC



The Collaboration Effect™

Enhancing Relationships, Resources & Revenues

Connecting Relationships

Actively *Listening*

Judiciously Educating

Negotiating Closure

A photograph of a newborn baby lying on its back on a white textured surface. The baby is positioned between a man on the left and a woman on the right. The man has dark hair and a beard, and the woman has blonde hair and is wearing a necklace. The text "It's About Us" is overlaid in the center of the image.

It's About Us



How to Lead Workgroups Through Change



The
**Collaboration
Effect**TM

Michael Gregory

© 2019 Michael Gregory Consulting LLC
mike@collabeffect.com



What Are Your Questions and Concerns?

INSTRUCTOR:

Michael Gregory

Negotiator &

Key Note Speaker

651-633-5311

mg@collabeffect.com

www.collabeffect.com

www.mikegreg.com



**The
Collaboration
Effect™**



MichaelGregory
CONSULTING LLC