

SURFING THROUGH CHAOS: THRIVING DESPITE THE STRESS AND AMBIGUITY OF CHANGE

OHSU Project Management (PM) Community
 September 05, 2024 PRESENTED BY: Jeff Oltmann, jeff@spspro.com, oltmannj@ohsu.edu

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AGENDA

1. How to Help People Change
2. Handling Stress
3. Building Resilience

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HOW INDIVIDUALS REACT TO CHANGE

Old Way

Leadership Action: Inform & Communicate

Leadership Action: Listen

New Way

Leadership Action: Reward

Leadership Action: Remove Roadblocks & Motivate

Project Leaders can:

- Understand sequence of stages
- Offer appropriate type of help in each stage
- Plan and manage change like a project

Leaders and advocates tend to be furthest along the curve and wonder why others seem “stuck”

Based on models from William Bridges and Cynthia Scott & Dennis Jaffee

“Successful change, at its core, is rooted in something much simpler: How to facilitate change with one person is really a collection of individuals changing.”

- “ADKAR: A model for change in business, government and our community”, p. 1 by Jeff Hiatt

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EQUIP PEOPLE TO CHART THEIR OWN PATH (PROSCI ADKAR)

Web: [PollEv.com/jeffo410](https://poll-ev.com/jeffo410)

Text to 37607: **jeffo410** and your answer

How can you equip your team to take initiative during change?

Nobody has responded yet.

Hang tight! Responses are coming in.

Start the presentation to see live content. For screen share software, share the entire screen. Get help at poll-ev.com/app

70% by go-live

ADKAR model adapted from Prosci. www.prosci.com

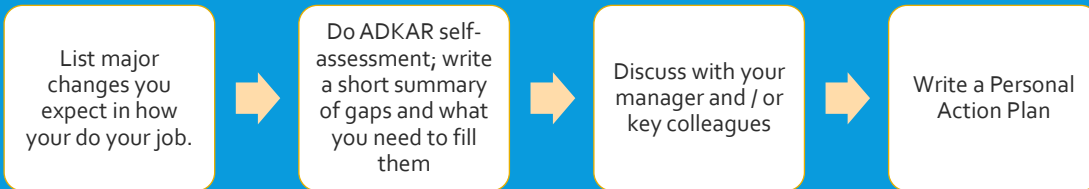
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EMPOWER INDIVIDUALS FOR CHANGE



Example: personal action plan



- 1-3 **actions** you will take to prepare yourself for the change.
- 1-3 **things you want from others** that will help you prepare for the change.
- 1-3 **ways you can help others** with the change.

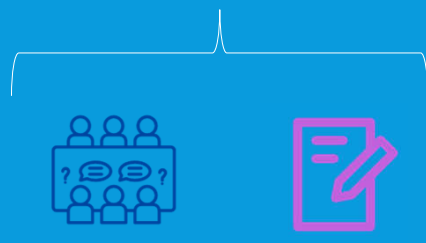
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DISCUSSION 1 – HELPING PEOPLE

1. How can you work with the change curve?
2. How do you help people thrive during change?
3. Who are the right people to involve early?
4. How do you encourage initiative rather than passivity?

6 minutes as small groups



Share tips and experiences about your assigned question

Write three top insights to share

1 minute each



If called on, summarize one insight from your group's list

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HOW TO LEAD IN AMBIGUOUS SITUATIONS

Web: PollEv.com/jeffo410
Text to 37607: jeffo410 and your answer

What are your favorite techniques for guiding your team during ambiguous times?

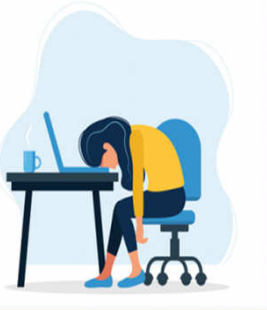
Nobody has responded yet.

Hang tight! Responses are coming in.

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ACKNOWLEDGE THE EFFECTS OF STRESS



Stress reduces a person's ability to process information by up to 80%

People under Stress....

- Have difficulty hearing, understanding, and remembering information
- Understand information at four grades below their education level
- React to perceived threats rather than reality
- Want to know you care before they care what you know

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LEADING A STRESSED TEAM

Related to leading during stress
 Holding - spspro.com/dont-cheerlead-during-a-crisis/
 Safety - spspro.com/psychological-safety/

1. Watch for signs of stress	<ul style="list-style-type: none"> Incomplete work Decreased productivity Lower quality of work Mistakes
2. Hear people	<ul style="list-style-type: none"> Publicly acknowledge the high stress level in the organization Recognize people's contributions Show you care about them
3. Increase intrinsic motivators	<p>C Provide connections with other people</p> <p>A Allow autonomy (but not too much if there is a Knowledge or Ability gap)</p> <p>M Encourage mastery (provide ways to close Knowledge or Ability gaps)</p> <p>P Reinforce purpose (connect person's contribution with purpose of the change)</p>
4. Help manage workloads	<ul style="list-style-type: none"> Offload people by shifting work or hiring temp workers Help people focus on the vital and eliminate or defer everything else Offer flexibility in how work is done Reduce distractions
5. Encourage and model resilience-building activities	<ul style="list-style-type: none"> Biological - movement, breathing, food and water Psychological - fun, help others, gratitude, incentives, breaks from work Environmental - space, fresh air, quiet, light

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DISCUSSION 2 – STRESS AND AMBIGUITY

<div style="background-color: #fff9c4; padding: 5px; margin-bottom: 5px;">1. How do you help your organization deal with ambiguity and fear?</div> <div style="background-color: #fff9c4; padding: 5px; margin-bottom: 5px;">2. How can you increase organizational capability for ever-faster change?</div> <div style="background-color: #fff9c4; padding: 5px; margin-bottom: 5px;">3. How do you lead a stressed team?</div> <div style="background-color: #fff9c4; padding: 5px;">4. How do you make change stick?</div>	<p>6 minutes as small groups</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Share tips and experiences about your assigned question</p> </div> <div style="text-align: center;">  <p>Write three top insights to share</p> </div> </div>	<p>1 minute each</p> <div style="text-align: center;">  <p>If called on, summarize one insight from your group's list</p> </div>
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Encourage Growth Mindsets

All of us use both static and growth mindsets. We have the power to choose where we operate from at any moment.

Static

Growth

Primary Mindset – protective

- Judge self and others
- Reactive
- Fearful

Relationships – defend self, attack others

- Win - lose
- Listen for disagree, differences
- Perceive feedback as rejection

Who's to blame?
 What's wrong with the other person?
 What's wrong with me?
 Why are other people difficult?

Primary Mindset – curious

- Value differences
- Value not knowing
- Flexible and adaptable
- Question assumptions

Relationships – seek to resolve and create

- Listen for facts, understanding, and commonalities
- Feedback perceived as worthwhile

What can I learn?
 What is the other person thinking or feeling?
 What's possible?
 What are my options?

Marilee Adams, PhD

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THREE STEPS INDIVIDUALS CAN USE TO BUILD RESILIENCE

Assess WHERE you can increase resilience

BIOLOGICAL
movement, breathing, food and water

PSYCHOLOGICAL
fun, help others, gratitude, incentive, breaks from work

ENVIRONMENTAL
space, fresh air, quiet, light

Biopsychosocial model of fatigue factors

Determine WHAT to change

ADD for support

ELIMINATE or **REPLACE** for relief

CHANGE to stimulate

DO something

OK to start small

Turn what works into a practice

Rinse and repeat

PANDEMIC EXAMPLE

Where to make a change

- movement, breaks, fresh air

What to change

- ADD a dribbling break
- CHANGE indoors to outdoors

Do

- Try it between Zoom meetings

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WHAT'S NEXT?



In your breakout group, share top takeaways



Write down one idea to try in the next 2 weeks



- Grab a copy of these slides
- More ideas: spspro.com/category/change/



“ There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.”

– Nicolo Machiavelli

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