



Riding the Waves of Change:

Negotiating Rough Waters

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Change is a way of life. While it can be difficult,
it's the only way that organizations—and people—can thrive, learn, and grow.

I. The Waves of Change



BRAINSTORM: Thoughts and Behaviors during Change

1. First introduced/heard about it

2. As it got underway

3. More than 50% completed

4. End/after change



Phases of Change

Phase 1: Denial	Phase 4: Commitment
Phase 2: Resistance	Phase 3: Exploration

Change is an ongoing process, not an event.

TOOL: Move through change...

<i>1. Denial</i>	<i>2. Resistance</i>	<i>3. Exploration</i>	<i>4. Commitment</i>
<ul style="list-style-type: none"> ▪ Be aware of your denial ▪ Seek information ▪ Face reality <ol style="list-style-type: none"> 1. How can you discover why this is happening and the outcome expected? 2. With whom can you talk to hear how he/she/they are positively adapting to the change? 3. What is expected of you with this change? 4. What can you do, right now, to get ready for the change? 	<ul style="list-style-type: none"> ▪ Acknowledge feelings and question beliefs ▪ Take small steps ▪ Seek others for support <ol style="list-style-type: none"> 1. How can you identify when you're feeling resistant? 2. What is the worst thing that could happen? How likely is this? 3. With whom can you talk for support? 4. What can you do right now to start managing the change? 	<ul style="list-style-type: none"> ▪ Create a vision ▪ Seek to learn ▪ Try before you judge <ol style="list-style-type: none"> 1. What new knowledge and skills are needed? 2. With whom can you work to seek out knowledge and ideas for incorporating the change? 3. What is the most positive vision (outcome) of the change? 4. What do you have to do—and/or stop doing—in order to succeed in the new situation? 	<ul style="list-style-type: none"> ▪ Reflect to learn ▪ Reward yourself ▪ Look toward the future <ol style="list-style-type: none"> 1. How do you (or will you) know you've succeeded in this change? What does success "look" like? 2. What knowledge and skills have you gained (or will you gain) from this change? 3. What can you give yourself as a reward? 4. How can you help others through the change? (Be specific.)



II. Steps to Personal Change

“Employees should not count on anyone else to relieve their stress. Rather, each person should be put in charge of managing his or her own pressure.” ~ Ruth Davidhizar, 1996

E + R = O

E _____ + R _____ = O _____

Five Steps to Personal Change Management

Step 1: Voice Your Concerns in a Manner Which Focuses on Solutions

The only way to start moving past negative or uncomfortable feelings and thoughts is to talk about them. Whether your supervisor seems distant or accessible, it’s your responsibility to let him/her know how you’re feeling. Invite your coworkers to talk about their feelings too, so you can begin the process of building mutual trust and support.

Caution: In discussing negative feelings and thoughts, be careful not to dwell on only the negative.

Step 2: Ask Questions

Unless you have a good understanding of the change, you won’t make the effort to help it along. Ask why the change is necessary and what it will mean for you and your group—now and in the future. Discuss any training needs you may have. Confirm or deny rumors/possible misconceptions—bring them out in the open.

Step 3: Take the Plunge

Tackle the change—try it out. It won’t be comfortable at first, so expect surprises and setbacks. Ask your supervisor and coworkers for help when you need it. Use all available resources—both people and technology. Above all, resist the temptation to hold on to the “old way” of doing things.

“I have always been uncomfortable with the idea that human beings are at the mercy of a series of emotions or ‘stages’ and must wait helplessly for them to pass to get on with their lives... I look for ways to take action on my own behalf rather than wait for things to happen.” ~ Kim Barnes, 1994

Step 4: Visualize the Future

A positive vision is a powerful motivator. If you can imagine how the future might look once this change is implemented, you have something to work toward. Set new, achievable work goals that will help you get there. Enlist the help of your supervisor and coworkers in planning how to positively incorporate the changes into your work.

Step 5: Keep Learning

By now, you probably feel committed to the new way of doing things. Celebrate your successes. Try not to take setbacks personally—analyze and learn from them.

See all aspects of change as an ongoing opportunity to learn and grow.



Rx for Personal Success

TOOL: Your “Typical” Reaction to Change

Part 1. Check the number that best represents how often you take the steps to effect positive change, with the following ratings:

1: Rarely, or never

2: Sporadically

3: Most of the time

4: Always

Step	Rating
Step 1: Voice Your Concerns in a Manner Which Focuses on Solutions Talk to supervisor(s) and coworkers in a solution-oriented manner.	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/>
Step 2: Ask Questions Ask questions to understand.	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/>
Step 3: Take the Plunge Tackle the change and try to work it out, using all available resources.	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/>
Step 4: Visualize the Future Look at the change with a positive outcome.	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/>
Step 5: Keep Learning See the change as an ongoing opportunity to learn and grow.	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/>

Part 2. When you have time to reflect on your answers, compare your typical reaction to change compared to the five steps for successful change management. In order of priority, which are the top two steps you should work to improve, and how might you do that?

1. Step Number ____ : _____

2. Step Number ____ : _____

**Do something new—a hobby, a sport, something different to read, meet a new person...
If you do not try new things, you will stay “safe,” but less fulfilled, and you will not be able to handle the important changes that *will* ultimately come.**



III. Help People through Change

“It is critically important that employees vent their emotions during an organizational change, since bottled-up feelings can lead to dysfunctional behaviors as complete withdrawal or even sabotage.” ~ Tessler, 1989

<i>Types of Change</i>	<i>Strategy of Change</i>

Minimize Resistance

(Kotter and Schlesinger, 1979)

1. Education and Communication _____

2. Participation and Involvement _____

3. Facilitation and Support _____

4. Negotiation and Areement _____

5. Manipulation and Co-option _____

6. Explicit and Implicit Coercion _____



IV. Action Plan Tools

You're in control!

✂ TOOL: Implementing Change Action Plan

Think of a change you will be implementing at work, or are currently helping your employees move through, and answer the following questions.

Type

Are you changing systems/processes or values/mindsets/capabilities? _____

How difficult is it for those who have to change to do so and why? _____

Strategy

Are you changing quickly or incrementally? Why? What is best for those affected? Have you asked them? _____

Force Field Analysis

What systems, policies, people (individuals or groups), customs, habits, attitudes and beliefs are driving change to happen in a positive way and restraining the ability to have the change be successful?

Driving	Restraining
+ How can you use advantageously?	+ How will you counteract?

Minimize Resistance

Answer these questions...

1. What have you done to educate and communicate the what, why, and how of the change **before** it was implemented? And, if the change is in process, what have you done in that regard **during** the change?
2. How have you involved those affected by the change in what the change will be or how it will be made?
3. What support can you offer those moving through the change? What type of support, by whom, how, and when?
4. For those with the power to resist, what can you offer them to become a promoter?

Promoters and Opponents

Identify people who fit in these roles and how you might use/deflect them.

Role	Name(s)	How Use Promoter or Deflect Opponent
Potential Promoters: <i>Positive attitude about change, but on the fence about this one</i>		
Promoters: <i>Positive about the particular change</i>		
Opponents: <i>Negative about the change</i>		
Hidden Opponents: <i>Seem to support the change, but it's superficial</i>		



TOOL: Personal Change-Management Action Plan

Reflect on a change you are currently facing at work personally, and answer the questions below.

- If your answer is “no,” write the action you can take to better deal with the change.
- If your answer is “yes,” what more can you do to work through the change with better results?

<i>Change Management Actions</i>	<i>No</i>	<i>Yes</i>	<i>Your Action Plan</i>
1. Have you shared your feelings with your supervisor and one or more of your coworkers—in a manner focused on solutions?			
2. Have you asked your coworkers how they are <i>really</i> feeling about the change?			
3. Have you asked your supervisor to explain the reasons behind the change?			
4. Are there any rumors, or possible misconceptions, you have heard, and if so, have you asked if there is any truth to them?			
5. Have you taken steps to learn about how to implement the change? If so, what steps and when?			
6. Have you begun implementing the change?			
7. Have you found people who worked with the change, and asked them for tips and suggestions? If so, with whom did you speak and when?			
8. Have you set new, achievable work goals that incorporate the change? What are they?			
9. Have you mapped out specific, daily action plans for accomplishing new or changing tasks and procedures?			
10. Have you talked to people who support the change for their perspective on how it will benefit the company?			
11. Have you made a conscious effort to imagine how the future might look once everyone has adapted to the change? What does it look like?			
12. Are you maintaining an ongoing file of solutions to problems encountered with the change? If so, with whom have you shared them?			
13. What else can you do to adapt successfully to the change? When will you take those actions?			



Your Turn to Create Positive Change



EXERCISE: Participant Survey (Last page)

Resources for Change Management



TOOL: Find out more...

E-mail nbrecher@brecherassociates.com and request the "Overcoming Barriers to Change" tool. You'll receive tips to overcome the barriers of accepting change and how to work through them.

"If I had eight hours
to fell a tree,
I'd spend four hours
sharpening my ax."
~ Abraham Lincoln

- *Immunity to Change*, by Robert Kegan, PhD and Lisa Lahey, EdD
- *What You Can Change and What You Can't : The Complete Guide to Successful Self-Improvement Learning to Accept Who You Are*, by Martin E. Seligman
- *Creative Visualization*, by Shakti Gawain

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Natalie is the author of the book *Profit from the Power of Many: How to Use Mastermind Teams to Create Success*—the ultimate step-by-step guide to create and maintain a Mastermind group for your success, and *Business without Biceps: The Untold Truths of Women in Business and How to Make Them Work for You*—the audio CD disclosing the untold truths of how women are perceived in business and how to succeed.

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Participant Survey

Your comments on the program are greatly appreciated. It is our objective to ensure the highest quality presentations. Thank you for taking a few minutes to provide your feedback.

Name _____

Company _____

Title _____

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- I would recommend this program. Yes No
- How would you describe this program to someone who did not attend?

- How did (or will) this program help you? How will what you learned be of benefit to you?

- Regarding the content, which topic(s) or section(s) did you find the most useful?

- Regarding the speaker, in what way did Natalie's style/methods of presentation help you today?

- What would you like to see changed in future programs? (How could this program be improved?)

- We use testimonials from our clients in our marketing efforts—may we use your comments?
 Yes (If so, please provide your name, title, and company at the top of the page OR below.) No
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- Conflict Resolution Coaching & Performance Appraisals Time Management
- Effective Hiring & Firing Problem Solving and Idea Generation
- Other Topics (please describe) _____

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