

Change Leader

Masterclass

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Evie Staples

Evie Staples is a seasoned change management expert with over 12 years of experience leading successful organizational transformations. Known for her strategic vision, exceptional communication skills, and ability to inspire teams, Evie has a proven track record of guiding companies through complex changes while maintaining high employee engagement and driving sustainable results. She is recognized for her adaptability, problem-solving skills, and collaborative leadership style, making her an effective change leader capable of navigating the most challenging organizational environments.

Agenda

Getting Started

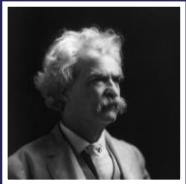
1. Why Change

2. **Three States of Change:** Individual and Organizational

3. **The Art of Resistance Management**

4. **Change + AI**

5. **Offboarding**



"The secret to getting ahead is getting started."

TWAIN

Let's get Started



Our Experience

PART ONE

Why Change

Start With Why

People don't buy *WHAT* you do, they buy *WHY* you do it. And *WHAT* you do simply proves what you **believe**.

-Simon Sinek



Let's test it out:
A-Z



75%



75% of people worldwide feel they are experiencing more change than they can cope with (Edelman Trust Barometer).

60%



60% of employees report feeling overwhelmed by workplace changes, including new technologies, shifting priorities, and unclear expectations (Deloitte's Human Capital Trends)

70%



Around **70% of change initiatives** fail to achieve their intended outcomes due to resistance, lack of leadership, or poor communication (McKinsey & Company)

What is Change?

(.v. t)
/tʃeɪndʒ/

change

To alter; to make different; to cause to pass from one state to another; as, to change the position, character, or appearance of a thing; to change the countenance.

What is Change Management?

Change management is the coordinated approach of applying systematic procedures to handle the human aspect of organizational change.

What is Organizational Change?

Organizational change is the transition from your current state to your desired future state.

To confidently navigate change, you must have a good understanding of where you are now and where you want to end up.

CURRENT STATE

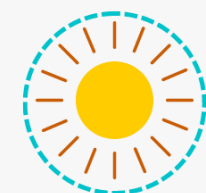


Costs of not changing
Problem to solve
Opportunity to capture



CHANGE
BRIDGES THE GAP

FUTURE STATE



Benefits of changing
How things are better
What success looks like

The Art & Science of Change



Three States of Change

The Passage of Time for Goal Realization



Current
State



Transition
State



Future
State

Original Organization with Challenge

The States of Change: End-to-End Diagram

	Current	Transition	Future
Introduction	The Current State represents the present lived experience.	The Transition state involves detachment from the current state, and practicing the future state. The highest threat of reversion is in the Transition state.	The future state represents the manifestation of the goals of the current state and a capability to exist proficiently in this state.
Individual Change	Individuals are most comfortable in the Current State (even when they dislike the current state)	Proper framing of metrics and progress are needed to address the tension of transition	The success of the future state depends on how an individual navigated the current and transition states.
Organizational Change	For better or worse, organizations, for varying reasons, are attached to the current state.	Organizations cannot endure extended time in transition. Transition must be purposeful, planned, with clear expectations; even for the confusion that may occur on the way to the goal to maintain trust until the future state is achieved.	Organizations that get to the future state, still need to account for sustainability, monitor for adoption and proficiency, and follow the reinforcement plan to turn the future state into the new current state, where the organization's successful performance is a common place.
Organizational Roles	Individual Contributors SME's Frontline Associates	People Leaders Project/Change Managers VP's	Founders Executives, CEO's Startups
Needs of Roles	<p>Receive:</p> <ul style="list-style-type: none"> Clarity of Vision Grace to Experiment Training Time Removal of Penalty in adjustment period <p>Provide:</p> <ul style="list-style-type: none"> Evidence of competency/Proficiency in the future state 	<p>Receive:</p> <ul style="list-style-type: none"> Bandwidth Control Inclusion in the Rollout Plan (<u>before</u> rollout plan finalization) 2 Way Feedback Ecosystem <p>Provide:</p> <ul style="list-style-type: none"> Support to their teams Communication, Assurance, Relationship Capital, Advocacy, Coaching Feedback on Implementation Concerns Resistance Management 	<p>Receive:</p> <ul style="list-style-type: none"> Assurance A clear path to launch Visibility into Risks/Roadblocks and Planned Solutions <p>Provide:</p> <ul style="list-style-type: none"> Safe Ecosystem for the organization to share feedback High Visibility/Accessibility in times of major change Vision clarity and Assurance Removal of Roadblocks

PART TWO

The art of Resistance



What is Resistance?



<https://whatfix.com/blog/causes-of-resistance-to-change/>

**“The greatest enemy
of change is the
illusion of control.”**

JOHN SCULLEY

Managing Resistance



Prepare
yourself



Find the
Source



Repair the
Breach



RESPOND TO PEOPLE AS THEY ARE
**NOT AS YOU
WANT THEM
TO BE.**

ROBERT GREENE
THE SCIENCE OF SUCCESS PODCAST



Managing Resistance



Prepare yourself

1. Don't take Resistance Personally
2. Don't leverage your personality or lead with your ego
3. Organizations: don't leverage your mission, vision, values
4. Become as neutral as possible
5. Slow down your reaction time
6. Have a mechanism or method of disengagement in case you need it.



Find the Source

1. Discuss the change, not their behavior
2. Probe using 3rd person hypotheticals (*"if people were to feel hesitant about this, what do you think that would be rooted in?"*)
3. Don't assume the source before you find it
4. If there's rambling, thank them for their thoughts and gently return to the question at hand.
5. Listen until you confirm that you've mirrored the source of their resistance accurately



Repair the Breach

1. Solve the concern, if you can
2. Be clear what you can fix and what you can't, but will take forward.
3. Offer the option of checking in with them about the solution.
4. Create a time-bound solution to keep, even if it's following up.
5. Offer Gratitude for the persons perspective before disengaging
6. If you need it, set some recovery time for yourself.

If an experience becomes uncomfortable for you, its okay to stop the meeting immediately due to a larger concern that's just arisen (your discomfort), and leave.

The States of Change: End-to-End Diagram



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	<p>Provide:</p> <ul style="list-style-type: none"> • Evidence of competency/Proficiency in the future state 	<p>Provide:</p> <ul style="list-style-type: none"> • Support to their teams • Communication, Assurance, Relationship Capital, Advocacy, Coaching • Feedback on Implementation Concerns • Resistance Management 	<p>Provide:</p> <ul style="list-style-type: none"> • Safe Ecosystem for the organization to share feedback • High Visibility/Accessibility in times of major change • Vision clarity and Assurance • Removal of Roadblocks

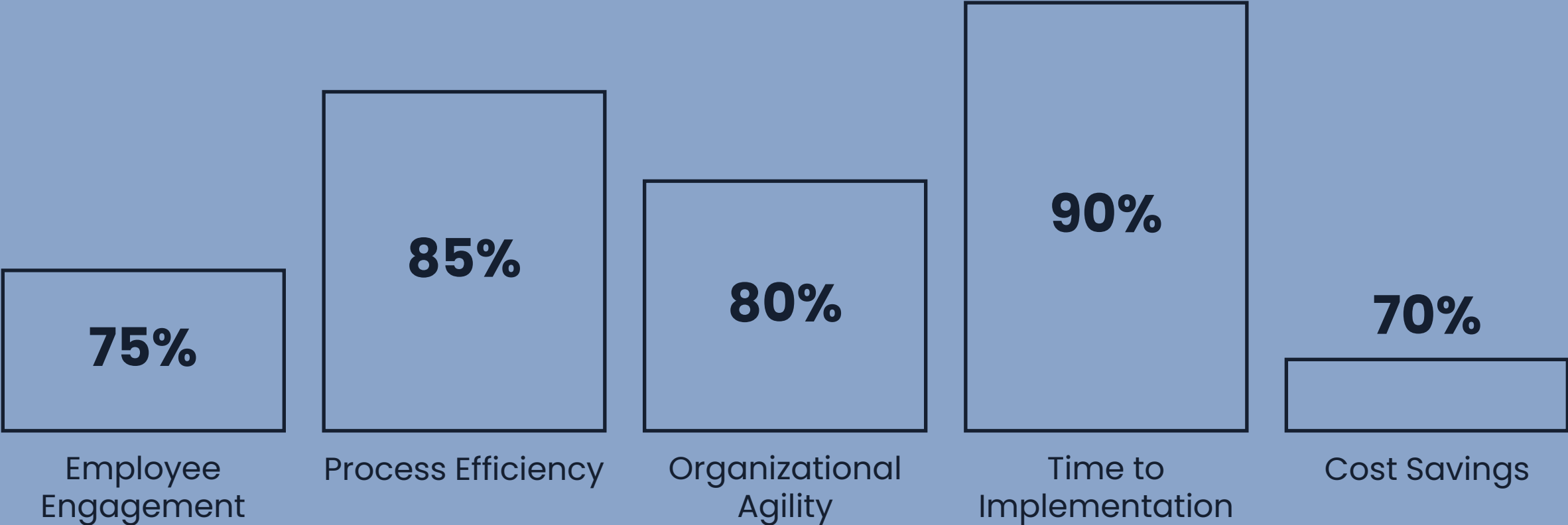
PART THREE

Change and AI



Implementing AI-Driven Change Management

Percentage of key change management factors addressed



The Future of Change Leadership and AI

The future of change leadership and AI is a dynamic and rapidly evolving landscape. As organizations navigate an increasingly complex and technology-driven environment, the role of change leaders and the integration of AI-powered solutions are becoming increasingly critical. **Emerging trends suggest a shift towards more agile, data-driven, and personalized approaches to leading organizational change**, with AI playing a central role in enhancing decision-making, streamlining processes, and empowering employees.

3 FOCUS AREAS LEADERS IN THE AI ERA

The leader of the new era must be able to inspire and motivate their team. To achieve this goal, it is necessary to focus on three main areas:

LEADERSHIP	CULTURE	STRUCTURE
Create a safe and inclusive work environment where people's opinions, feedback, and work are valued, using Feedback Wraps	Promote collaboration and innovation, using Improvement Dialogues	Have a clear organizational structure and align the goals and objectives with the team, using OKRs
		

management30.com





50 Most Useful AI Prompts for Workplace Optimization

This document is designed for business leaders who are new to using AI and ChatGPT in their organizations. The prompts included here will help you harness the power of AI to optimize various aspects of your workplace, from systems implementation and people management to administrative efficiency and beyond. Whether you're looking to streamline operations, enhance communication, or drive innovation, these prompts will provide a strong starting point.

Systems Implementation

- How can I automate data entry processes for better efficiency?
- What are the best practices for migrating data to a new CRM system?
- Create a step-by-step guide for implementing a new ERP system.
- How can I use AI to streamline supply chain management?
- What metrics should I track to measure the success of a new software deployment?

People Management

- Generate a template for conducting performance reviews with remote employees.
- What are the top strategies for increasing employee engagement in a hybrid work environment?
- How can AI help with talent acquisition and recruitment processes?
- Provide tips for managing change during a company-wide reorganization.
- How can I use AI to develop personalized learning and development plans for my team?

- How can AI help in personalizing marketing messages to increase engagement?

ing virtual meetings more effectively.
 ing for my team to reduce administrative workload?
 anaging digital documents and reducing paper

ng

ate for tracking key performance indicators (KPIs).
 sales trends based on historical data?
 ualize customer feedback for actionable insights?
 or competitor analysis and market research.
 eports for financial analysis and forecasting?

aunching a new product within 6 months.
 and mitigate project risks?
 iple projects and prioritizing tasks.
 for resource allocation in project management?
 ject management and sprint planning?

Support

customer support response times?
 icult customer service interactions.
 or using chatbots to enhance customer experience?
 oster service representatives on active listening.
 oster service representatives on active listening.

Risk Management

ist in monitoring compliance with industry regulations?
 ssessment template for cybersecurity threats.
 p strategies for data privacy management using AI?
 p in identifying potential fraud in financial transactions?
 klist for ensuring GDPR compliance across digital platforms.

Strategy

AI to identify emerging market trends?
 est strategies for fostering a culture of innovation?
 of potential business opportunities in the AI industry.
 pport scenario planning for future business growth?
 using AI to optimize product development processes.

Employee Support

AI to promote employee well-being and mental health?
 for implementing flexible work policies.
 est practices for supporting employees during times of change?
 anaging remote team dynamics and reducing isolation.
 p in detecting early signs of employee burnout?

& Corporate Responsibility

port sustainable supply chain practices?
 or reducing the company's carbon footprint using AI solutions.
 est strategies for leveraging AI to support CSR initiatives?
 imize energy usage in office buildings?
 using AI in waste management and recycling programs.

Key Takeaways

Change Management

- ✓ Know your role and others' role in change and discern what state people are in, which tends to reveal next steps.
- ✓ Establish clear and transparent communication channels to address stakeholder concerns and build trust during AI-driven change initiatives.

Upskilling and Training AI

- ✓ Invest in comprehensive upskilling and training programs to equip employees with the necessary skills and knowledge to adapt to AI-driven changes.
- ✓ Leverage free tools and education to grow.

Collaborative Resistance Management

- ✓ Actively engage with employees to understand their concerns and collaborate with them to address resistance through co-creation and collective problem-solving.
- ✓ Remember to never take resistance personally

Offboarding

- Survey/Testimonial
- Q&A

You Will Receive:

- Thank you message
- This Presentation
- Q&A Recording
- Future Event Information

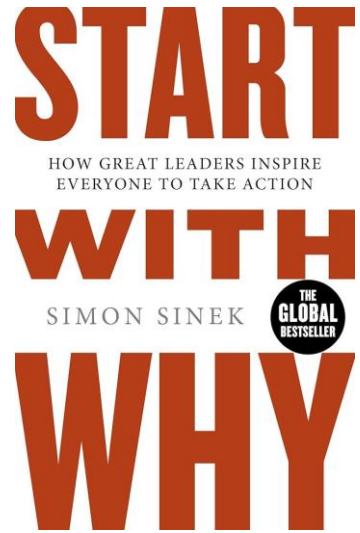


Thank You.

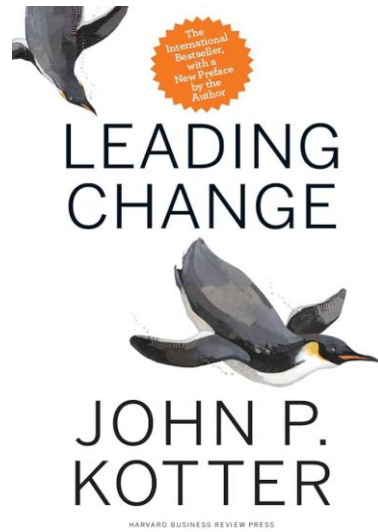
www.evistaples.com

Q&A Starts now.

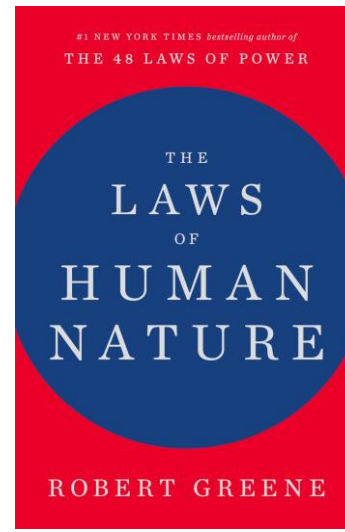
Evie's Reading List



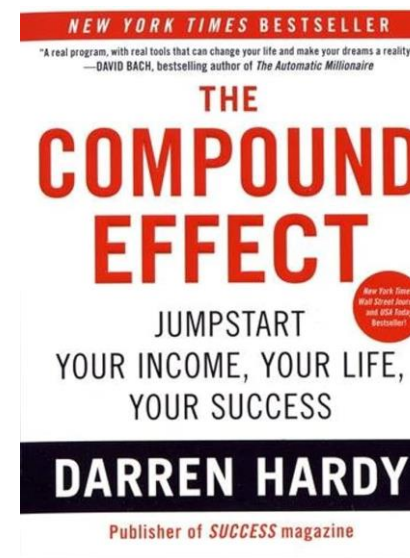
Indicators of successful organizations



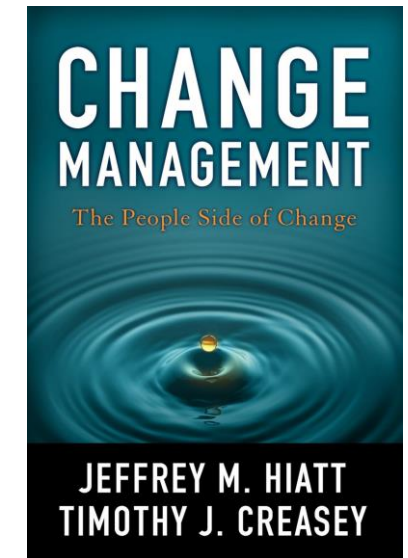
Foundations of change leadership (Harvard)



Foundations of human behavior and how to anticipate/navigate



Framing and understanding the journey of 'effort to success'



Foundational tenants of change from PROSCI leaders

Best Practices for Resistance Management



Fostering Transparency

Communicate openly and frequently about the reasons for change, the process, and the expected outcomes to build trust and reduce uncertainty.



Engaging Stakeholders

Identify key stakeholders, understand their concerns, and actively involve them in the change process to address their needs and garner support.



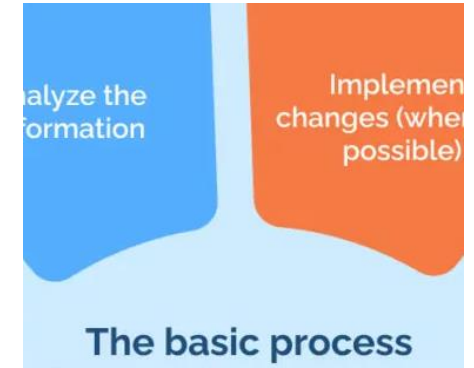
Empowering Employees

Provide employees with the necessary skills, resources, and autonomy to navigate the change, encouraging their participation and ownership.

izational standards	Organization-wide standards and methods are broadly deployed for managing and leading change	Selecti comr appr
Multiple projects	Comprehensive approach for managing change is being applied in multiple projects	Examp best pra evid
Isolated projects	Some elements of change management are being applied in isolated projects	Man different use inconsis

Celebrating Milestones

Recognize and celebrate small wins and successes along the way to maintain momentum, boost morale, and demonstrate the progress being made.



Continuous Feedback Loops

Establish channels for ongoing feedback, listen to employee concerns, and adapt the change strategy as needed to address emerging issues.

The Change Leadership Timeline

