

# Using Type Implement Change

## Facilitation Notes

The purpose of this workshop is to assist teams in understanding different elements of the change implementation process, while applying type knowledge to help them navigate change more effectively.

SLIDE(S)	CONTENT AND IMPORTANT SPEAKING POINTS
1	Title Slide
2	<p><b>Workshop Objectives;</b> feel free to change these to reflect more specific needs of the group!</p> <p><i>Facilitation note: It helps to introduce change as something that is often underestimated in terms of its complexity; in order to be successful, implementation requires a mindful and intentional approach that incorporates multiple elements and various perspectives.</i></p>
3	<p>Have participants evaluate the nature of change; Is it positive, negative or neutral?</p> <p><b>Activity:</b> “When I say the word ‘change’, call out the first thing that comes to mind”. Flipchart group responses.</p> <p>Highlight that often the negative or positive connotations of change result from how well the change was handled. This shows how important it is to be mindful about change, and type helps create a framework to help teams navigate it more successfully and inclusively.</p>
4	<p><b>Research study results;</b> the data stresses the necessity of being able to manage change for organizational success. Kathleen Eisenhardt performed a Meta-analysis in 2010, looking at various industries and organizations and comparing productive outputs. She found that the most successful businesses were those that were able to change in response to the environment, capitalizing on windows of opportunity, while also preserving efficient procedures and practices that work consistently well.</p> <p>This serves as a reminder for your participants that change – while it may be uncomfortable – is necessary for organizational progress.</p>

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5	<p>William Bridges' model of transition outlines the relationship between productivity and time.</p> <p>Have participants process through the diagram and highlight that during each period of time after the introduction of a change, productivity or output shifts in accordance with phase of processing.</p> <p><b>Phase 1:</b> Grief; individuals inherently need to grieve the loss of the old way of doing things. It is often accompanied by fear, anger, denial, and shock. What we know is before individuals can move through this phase – where we see a massive drop in productivity across people – they need to receive the time and resources to process this appropriately.</p> <p><b>Phase 2:</b> Productivity is at an all-time low; individuals know things have changed, but are not yet accustomed to the new way as of yet. In their attempts to adjust, we may see undirected energy and confusion. Again, appropriate resources are needed in order for individuals to move to the next phase as expediently and appropriately as possible.</p> <p><b>Phase 3:</b> Finally, the norming period begins where the change is adopted and treated as the 'new way'. Individuals begin to experience renewed energy and trust, excitement and acceptance lead to improved productivity – in many cases, when change is handled well, better productivity than before.</p> <p><i>Facilitation note: Ask participants to reflect on this process. Can they think of personal or professional examples of having experienced this? How did they move through it before?</i></p>
6	<p>Difficult transition through Bridges' 3 phases is compounded by factors related to types of change, evaluation of change and needed resources. People require different resources to move through it appropriately, and people are as dynamic and complex as they come. Type provides a framework for understanding and addressing different kinds of change amongst different kinds of people.</p>

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7, 8	<p>Different types of change require differing amounts of effort; explain the different kinds of change, highlighting that one change initiative <i>can actually incorporate all 4 aspects</i>.</p> <p><b>Efficiency:</b> Doing the right things the right way; maximizing return with the least amount of effort expended.</p> <p><b>Refining:</b> doing things better; adjusting practice to meet customer/external demands.</p> <p><b>Adopting:</b> Doing things others are doing elsewhere.</p> <p><b>Different:</b> Something new and novel – doing things no one else is doing.</p> <p>Each type of change or ‘innovation’ requires an increasing amount of effort to organize, introduce, and implement the change. (Shaded gray area on diagram).</p> <p>For example, introducing a tweak to daily procedures to make things quicker requires less effort than introducing a completely new practice or product. Ask participants to reflect on whether their teams or organizations have put forethought into what kinds of change they have dealt with, and whether there is enough pre-planning for effort, resources and time for adoption.</p>
9	<p><b>Activity:</b> Group SJ, SP, NP, and NJ together. Explain that the second and fourth letter impacts how we evaluate information coming in and how we want to execute or approach the matter at hand. Have the groups brainstorm what kind of change they like, or what would need to be communicated to them before they ‘buy in’. Have them present these ideas.</p> <p><b>Some things you may hear (and much more) from each group:</b></p> <p>SPs: seek clarity, expectations and the immediate opportunity to adapt and apply the changes. SPs will want to hear how the change will impact their day-to-day lives and will want the autonomy/independence to begin adjusting.</p> <p>NPs: look for the big picture ‘litmus of success’; reasons for the change and where it should take us long term. Will appreciate the opportunity to process and explore the opportunities for how to apply the change in their own way (extraversion and introversion may also play a role)</p> <p>NJs: Will also appreciate the ‘why’ of the change but will need it to coincide with how it will be implemented in an immediate and organized way. Will want some clarity around long term projections and how we will move toward it – benchmarks are appreciated.</p> <p>SJs: SJs will want the how and when of the change. What is expected of them in the short-term, how they can most effectively deliver any tangible outcomes, and a concrete plan of execution from the immediate to the end-goal.</p> <p><i>Facilitation note: highlight how this relates to complexity of change. Before introducing change, a leader or change agent must keep all these in mind and be able to cater to each group’s unique needs – flexibility, an organized plan, clarity in the present moment, and the vision for the future. If any of these needs are overlooked, the introduction of change will be minimally successful.</i></p>

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10, 11, 12, 13	<p>In addition to the voiced 'needs' of each group, relate the preferences back to the model and discuss how each type is going to be attracted to some changes more than others. Highlights the need to introduce change using all 4 preferences groups if you are to reach your audience and support them in an optimal way.</p> <p><b>Example and Activity: The iPhone 6.</b> One product can be introduced and 'marketed' all 4 ways. It's fun to ask the group "How would you sell the iPhone using all 4 types of change?" This makes them process how they would do so, and is a fun exercise in helping them understand an 'all encompassing' approach to influencing change.</p> <p><b>Help them along by offering the following:</b></p> <p><b>Efficient:</b> The iPhone 6 is smoother and faster than ever before, widgets are organized according to fastest – and personalized – accessibility.</p> <p><b>Refining:</b> Customers wanted a larger screen and a sleeker look; took elements of other mac products and refined the look and feel of the iPhone 6.</p> <p><b>Adopting:</b> Customers who had come from Android and other competitors wanted to see more setting options for display, keyboard, App settings. Incorporated 'similar' options.</p> <p><b>Different:</b> The iPhone 6 is a completely transformed product. New operating system, new hardware, new capabilities and a new look makes it the best and most innovative cell-phone in the market. Mac has made its millions with marketing their products as truly innovative.</p> <p>Have the group reflect on their organization and the nature of change they are experiencing. Ask them how changes are generally introduced in their organization, and what messaging might be missing.</p>

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14	Successful change requires the inclusive introduction AND the inclusive navigation of change.
15, 16	<p><b>The Elements of the Implementation Cycle</b></p> <p>Discuss that during change, there are four essential phases to successful implementation. Based on a model of Damian Killen (2008), if any one of these phases is overlooked, underemphasized, or over-attended to, the change process can easily become derailed.</p> <ol style="list-style-type: none"> <li>1) Define: Understand the problems and the issues</li> <li>2) Discover: Generate more ideas or better quality ideas; explore alternatives</li> <li>3) Decide: Turn ideas into solutions by picking the most viable options</li> <li>4) Deliver: Deliver results, implement solutions</li> </ol> <p>Highlight the importance of the order, and the equal consideration of each element by asking the group questions from <b>Slide 17</b></p>
17	<p><b>Questions to consider:</b></p> <p>“Too much deliver, not enough define?” – Challenges of this could include: implementation of solutions that do not make sense; do not tackle key objectives, are misguided, do not work. In other words, wasted time, effort and resources.</p> <p>Change would be unsuccessful.</p> <p>“Too much discover, not enough deliver?” – Challenges of this could include: Analysis paralysis, too many ideas without moving forward; Exploration of alternatives that are not even viable. In other words, non-expedient change or again – wasted time and resources. Change would be unsuccessful.</p> <p>Your participants will quickly see that all of these are equally important, and without equal consideration and deployment, effective change would not be possible.</p>

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18	<p><b>The Impact of Personality</b></p> <p>The second letter and the last letter of our MBTI type heavily impacts which stages of the implementation cycle we more naturally gravitate towards.</p> <p>SPs: are more likely to enjoy defining the problem. They are naturally attuned to the immediate needs of their environment - to assess what might be missing, and what needs to be addressed.</p> <p>NPs: are naturally attracted to exploring all of the ideas and possibilities; to NPs, the enjoyment is in the diving in and brainstorming options.</p> <p>NJs: NJs find it very natural to embrace ideas but selectively so; because of their drive for closure, NJs will like to eliminate non-viable options in favour of plausible ones.</p> <p>SJs: The realistic and closure-oriented SJs are naturally committed to delivery. To them, the value of an idea is found – and demonstrated – by making it tangible and real.</p>
19	<p><b>Implications So far...</b></p> <ul style="list-style-type: none"><li>• Important to be patient with the process and consider all phases and perspectives</li><li>• Successful change implementation means adjusting your own style at certain stages in the process</li><li>• Mindful change implementation makes for optimal engagement of people towards the change...and better changes!</li></ul>

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20	<p><b>Group Change Analysis</b></p> <p>Similar to using a “Team Type Table”, the Group Change Analysis illustration allows you and a team to explore elements of the implementation cycle they may be overlooking, underemphasizing or overemphasizing, simply as a by-product of the personality types present on a team.</p> <p>By using the “type pictograms” – and after verification – you can create your own Analysis chart. To facilitate this exercise, simply show the team their distribution and ask some – or all of – the following:</p> <ul style="list-style-type: none"><li>• What ‘jumps out’? What do you immediately notice?</li><li>• Are any implementation elements under represented by type? Have you seen the effect of this?</li><li>• Are any implementation elements over represented by type? Have you seen the effect of this?</li><li>• Individually, where are you in the team distribution?</li><li>• How can this team improve upon its change implementation?</li></ul> <p><i>Facilitation note: Try to flip-chart the responses as the group brainstorms. It leads to an easier transition into action planning once the team starts discussing what they will do going forward!</i></p>
21, 22	<p><b>Personal and Team Action Planning and Wrap up</b></p> <p>Give everyone in the room an opportunity to introspect for the first 3 questions about themselves as individuals, jotting down any thoughts. Then have the team come up with an action plan in response to the last question.</p> <ul style="list-style-type: none"><li>• What kind of changes do you like?</li><li>• What part of implementing change do you find most natural/enjoyable?</li><li>• How can you flex this style to ensure you are including other perspectives?</li><li>• What does this team need to do to more effectively implement change?</li></ul>