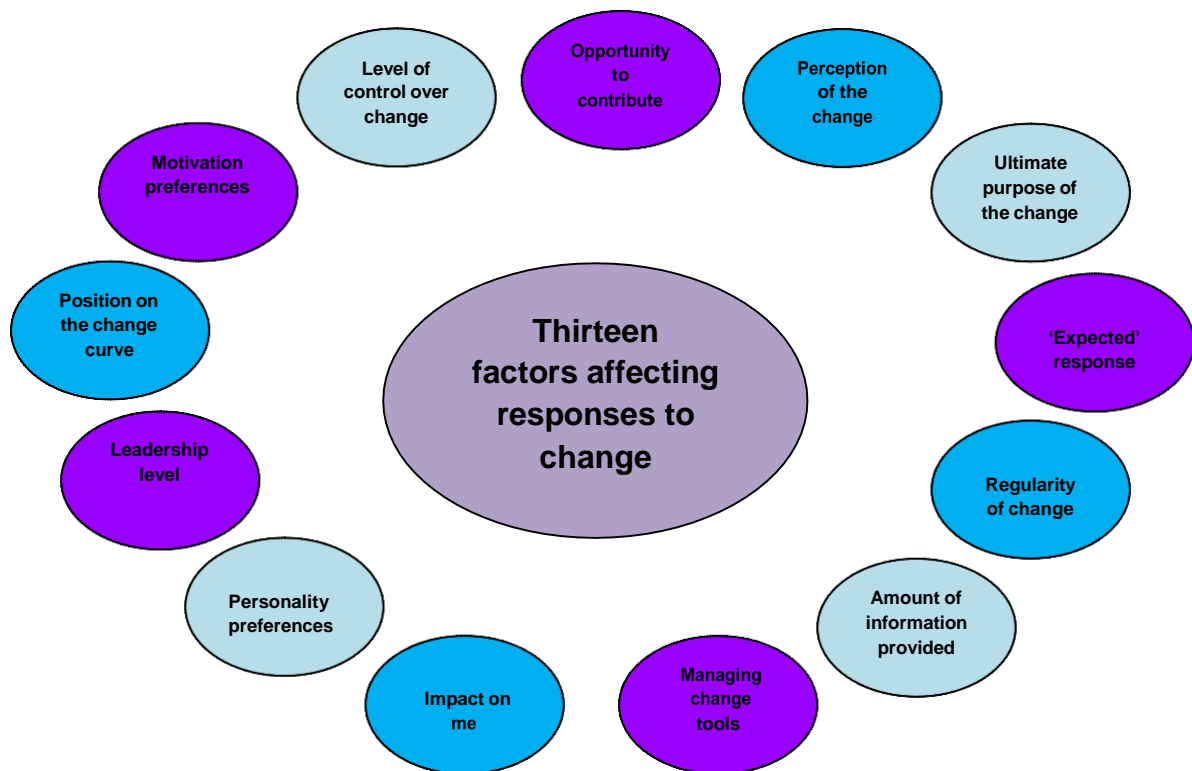


# Managing Myself Through Transition



## A Personal Guide to Supporting Yourself Through Change

## **Managing Myself Through Transition**

### **A Personal Guide to Supporting Yourself Through Change**

This personal learning guide has been designed to support individuals, teams and whole organisations navigate their way through times of transition, change and uncertainty.

The guide has been created by Training & Leadership Coaching Ltd.

The guide has been designed and tested with feedback from both the public and private sector to ensure that they are highly relevant and practical for their target audience and deliver real results for the individuals that follow them.

The current situation within both the public and the private sector is naturally causing a great deal of uncertainty and discomfort as people worry about the future structure and whether they have a role within it. Times like these are not easy to work in and your responses to change may cause significant differences in your usual behavior and performance patterns.

People have very different responses to change and transition; you can also react very differently to different types of change. There are 13 key factors which will influence how you will react. The more you know about these, the better you can understand your behaviours and thought processes and the more you can do to keep yourself motivated and performing to the best of your ability.

Of course, there are other sources of help and support available to you – through your line manager, or your organisation's HR or learning & development team.

However, it is very useful to have your own set of resources and techniques to build your self-reliance and make sure that you stay on track during difficult times.

The 'Managing Yourself Through Transition' guide is designed to support you and to develop your internal resources whilst you are facing change, uncertainty or disruption to your normal working patterns. As you work through the guide, you will gain a deeper understanding about:

- how your own responses to change will influence others' behaviour
- the thirteen factors which influence your response to change
- how to support yourself as you move through the change curve
- how to identify your motivation preferences and understand their impact upon your responses and behavior

Whilst this guide will give you a wealth of practical hints and techniques for managing yourself through transition and maintaining your levels of performance and motivation, it is absolutely reliant upon YOU to work out what's right for you and to act upon the practical activities suggested throughout the guide.

This is your opportunity to take control and to choose the right behaviours to see you through the transitional period! Remember that this guide is yours and yours alone – You do not need to share it with anyone so please be as honest and open as you can.

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## **Outcomes**

By working through this 'Managing Myself Through Transition' guide, you will be able to:

- Articulate what the 'transition' is likely to be in your environment
- Identify the impact my responses to change are likely to have upon others
- Assess your likely response to change based upon the 'thirteen factors' of change
- Support yourself as you move along the 'change curve'
- Understand the impact of change at six levels
- Manage your emotional responses
- Use knowledge of your motivation patterns to identify your likely change responses
- Identify and support others' responses to change based upon their motivation preferences

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## **Outcomes**

Please take a few moments to think about what you would like to achieve by following this guide:

- 1.) What is troubling you at the moment?
  
  
  
  
  
  
  
  
  
  
- 2.) How would you like things to be different?
  
  
  
  
  
  
  
  
  
  
- 3.) What needs to happen for things to be different?
  
  
  
  
  
  
  
  
  
  
- 4.) What knowledge / skills / ideas / support would you like to take from this guide?

## **Managing Myself Through Transition – My Checklist**

This guide is designed to support you through the whole process of developing your internal resources during times of transition.

The guidance builds upon the previous sections and will enable you to succeed at every stage of the process.

To make sure that you have completed each one of the essential steps, it may be a good idea to track your progress using this checklist. Each time that you complete an activity, mark it off in this checklist:

<b>Activity</b>	<b>Complete?</b>
Articulating what the transition means in my environment	<input type="checkbox"/>
Identifying the impact of my own emotional responses to the change	<input type="checkbox"/>
Identifying how the thirteen factors of change are affecting me	<input type="checkbox"/>
Identifying how I will manage the thirteen factors for myself	<input type="checkbox"/>
Identifying where I am on the change curve	<input type="checkbox"/>
Creating plans for moving myself through each stage of the change curve	<input type="checkbox"/>
Identifying examples of change at each logical level and their impact	<input type="checkbox"/>
Create plans for managing myself at each logical level	<input type="checkbox"/>
Completing the questionnaire to identify my motivation preferences	<input type="checkbox"/>
Identifying examples of each of my motivation preferences in action	<input type="checkbox"/>
Identifying the impact of each motivation preference	<input type="checkbox"/>
Identifying the impact of my motivation preferences	<input type="checkbox"/>
Understanding the impact of the combination of my motivation preferences	<input type="checkbox"/>
Creating an my personal change strategy	<input type="checkbox"/>
Creating an action plan to support my change strategy	<input type="checkbox"/>
Completing the 'next steps' thinking	<input type="checkbox"/>

## **1. Transition in My Environment**

So let's start the process of managing the transition for yourself by defining exactly what the transition is likely to mean for you and your team. Whilst we appreciate that you may not have all of the answers regarding the future of your own position and that of your team, it will be useful to explore what is likely to happen.

*What do you currently know about the plans for your role and your team?*

*How do you know this? How much is fact? How much is rumour?*

*What is still uncertain?*

*What is likely to happen over the next month?*

*The next three months?*

*What is the atmosphere like in your team just now?*

## **2. The Impact of My Response to Change**

Whether you are the leader of a team or a member of that team, your behavioural responses will have an impact upon the way in which your team members behave and react. At a time when the uncertainty causes confusion and a lack of clarity, people tend to look for direction and guidance more regularly than usual; at these times, you will have an opportunity to become a role model.

Your personal response to transition and change will have an impact upon both the way in which you manage the change and the response of your colleagues.

So, please take a few moments to reflect on the following questions:

*How do you feel about change generally?*

*How are you feeling at the moment?*

*What behaviours are other people experiencing from you at the moment?*

*What impact is this having?*

*What needs to change for your behaviour to be most useful in supporting yourself and your colleagues through the current transition?*



### 3. The Thirteen Factors Affecting Change

Some people can sail through changes and actively enjoy the change process. Others find any kind of change scary and avoid it at all costs. It's even more difficult when we're managing others' response to change at the same time as managing our own emotional responses.

There are thirteen key factors that affect how the change is received and therefore managed:



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### 3.1. The Thirteen Factors Explained

<b>Impact on me</b>	It is easy to look at change objectively when we are not directly involved in it. As soon as it affects us and our life, we become emotionally involved and therefore not quite so rational!
<b>Level of control</b>	Our perception of change can be altered by whether we feel a part of it. If it is being 'done to us', it tends to be uncomfortable. If we have initiated the change, we are usually more enthusiastic.
<b>Opportunity to contribute</b>	We tend to buy into change initiatives if we feel that we can contribute ideas or activity. If we contribute, we feel that we at least have some influence over the changes.
<b>Perception of change</b>	If we believe that a change is positive, we behave positively towards it. If we believe that the change is negative, we will show much more negative behaviours.
<b>Ultimate purpose of change</b>	Even if the change is unpleasant or uncomfortable, we will still go along with it if we agree with the ultimate purpose of the change and can find meaning in going through the transition.
<b>'Expected' response</b>	Often, organisations expect us to react to change with enthusiasm and concern and negativity is not acceptable. This makes people feel 'wrong' for worrying and voicing concern.
<b>Regularity of change</b>	One-off change or short periods of change are easier to manage than constant change or the constant threat of change which can unsettle the whole organisation.
<b>Information provided</b>	The more information we have the more in control we feel. People respond better to changes that are seen as being 'transparent' with nothing hidden.
<b>Tools &amp; techniques</b>	If we believe that we are not capable of managing the change, we feel insecure. Giving people the tools and techniques to manage change will give them a more positive approach.
<b>Personality preferences</b>	Our personality preferences will impact both the amount we like change and the approach that we take towards the change.
<b>Leadership level</b>	Everyone goes through the same process when dealing with change; so go through the process quicker than others. Our position in the process will determine our response.
<b>Position on the change curve</b>	The degree to which change impacts upon us will be dependent upon the leadership level at which the change occurs; the higher the level, the bigger the impact.
<b>Motivation preferences</b>	Our motivation preferences will affect both the amount we like change and the approach that we take towards the change process.

## **3.2. The Thirteen Factors & Me**

What are you aware of in terms of your behaviour in response to change in each of these thirteen factors? What impact does each have upon the people around you?

<b>Factor</b>	<b>My own behaviour</b>	<b>What impact this has upon the people around me</b>
<b>Impact on me</b>		
<b>Level of control</b>		
<b>Opportunity to contribute</b>		
<b>Perception of change</b>		
<b>Ultimate purpose of change</b>		
<b>'Expected' response</b>		
<b>Regularity of change</b>		
<b>Information provided</b>		
<b>Tools &amp; techniques</b>		
<b>Motivation preferences</b>		
<b>Personality preferences</b>		
<b>Leadership level</b>		
<b>Position on the change curve</b>		

### 3.3. Managing the Thirteen Factors

Given the analysis you have done about the thirteen factors and your personal responses, what specific actions will you take to ensure that you are managing your behaviour and making the situation better for yourself?

Factor	Actions I will take to manage the thirteen factors
Impact on me	
Level of control	
Opportunity to contribute	
Perception of change	
Ultimate purpose of change	
'Expected' response	
Regularity of change	
Information provided	
Tools & techniques	
Motivation preferences	
Personality preferences	
Leadership level	
Position on the change curve	

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Both as an individual and as a team member, you will find it easier to manage transition if you pay attention to each of the thirteen factors.

In particular, you could integrate the following ideas into your working life:

- Ensure that you gather all the facts about what is happening – and we mean facts rather than rumours!
- Identify ways in which you can take some control over the change; although you are unlikely to be able to control everything, there will be some areas where you can have an impact – even if it is just controlling your behaviour and reactions
- Find ways to contribute to the discussions about the transition and ensure that your voice is heard
- Identify how your perceptions of the change could be influencing your responses
- Try to stay objective wherever possible; your views are most likely to be heard if they are delivered objectively and rationally
- Find positive reasons behind the transition – it makes it more palatable, even if the positives are for the ‘greater good’ and not always for you
- Keep communicating – many people will interpret no news as bad news; even if you have nothing new to say, tell people that you have nothing new to say!
- Encourage your team leader to complete the ‘Managing Yourself Through The Transition’ guide to give them a deeper understanding of the team members’ responses
- Develop your understanding of the change curve and the stages that people go through as they move along it
- Develop strategies for moving yourself along the change curve more quickly
- Consider the transition at each of the six levels covered later in this guide; it may help you to understand why you are finding certain issues uncomfortable
- Identify your personal motivation preferences and how these may impact upon your responses to change – more about this later
- Stay true to your values and personal standards of behaviour; your self-esteem will be highest when you are being true to yourself and your ethics

For the rest of this guide, we’ll focus upon the three key elements of how to manage yourself through transition:

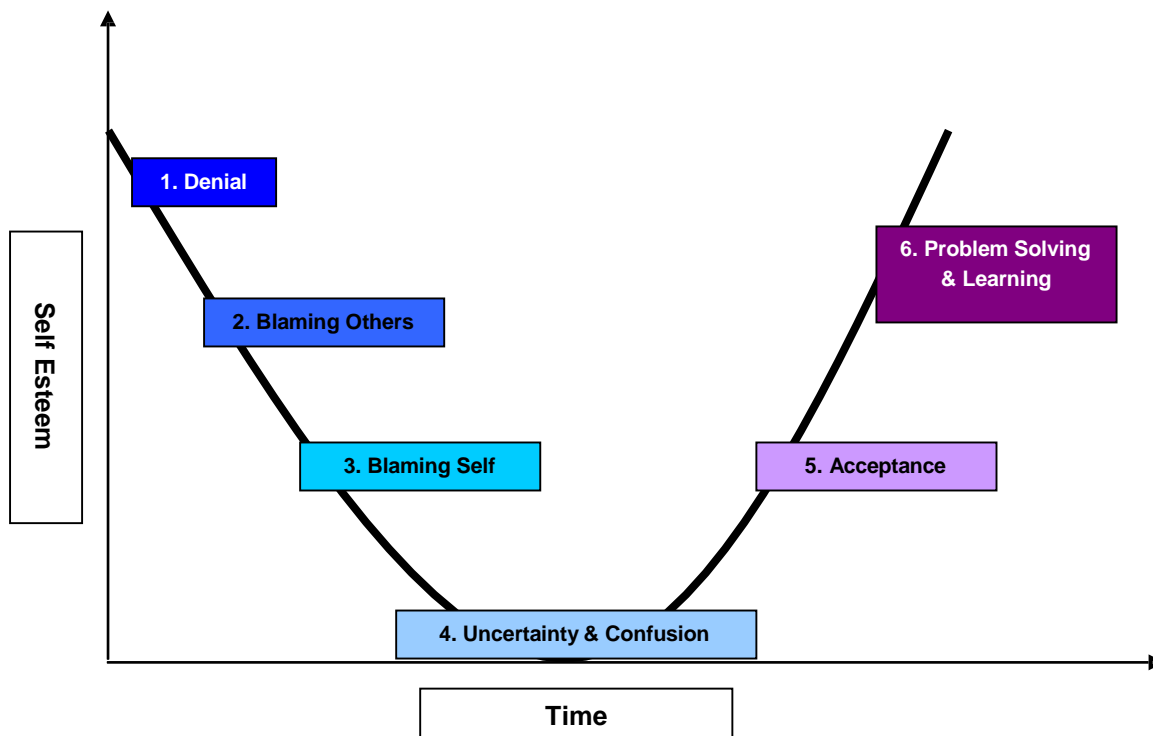
- Moving along the change curve
- Understanding change at six levels
- The impact of motivation preferences upon change responses

## 4. The Human Response to Change

Research conducted by Elizabeth Kubler-Ross shows us that every human being has the same response to change and goes through the same process. This is true for all changes, whether in our work life or personal life.

The main variant is the length of time it takes us to go through the whole process; for some people it's a matter of minutes, other people get 'stuck' at one stage and don't come through the rest of the process.

To get to grips with the change and find a comfort level which is right for you, you'll need to find a way of moving through the stages until you reach stage 6 – problem solving & learning.









**Elizabeth Kubler Ross 1969**

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## 4.1. The Change Curve And Me

Each stage of the change curve brings with it a different response, as shown in the table below. Think about your experiences during your career; what examples can you find of when you have been at each stage of the curve?

Stage	Likely Responses	Examples of My Experience
<b>Denial</b> 	Refuse to accept that change will happen or is cynical that it will just be a passing fad. Give reasons why it won't happen or won't work. Show bravado that 'I'll be alright, it won't affect me'.	
<b>Blaming Others</b> 	'Come out fighting' and blame someone (anyone!) else for the change that occurs. Can become very personal towards other people, particularly those who instigated the change.	
<b>Blaming Self</b> 	Lose confidence in own ability to deal with the change. Question own responses and coping mechanisms. Believe that you are stupid or inadequate. Low self esteem.	
<b>Uncertainty</b> 	Lowest point of self esteem. Lots of questions about the future and how it will be for you. Lack of focus and direction; no clear ideas for how to move forward.	
<b>Acceptance</b> 	Accept that the change will happen and that you can cope with it. Regain sense of direction and focus. Start making decisions and plans for the future.	
<b>Problem Solving</b> 	Actively manage the change and adapting to new situation. Identify potential problems and find solutions. Seek knowledge / information about the change and learn new skills and strategie	

## 4.2. Actively Managing The Change Curve

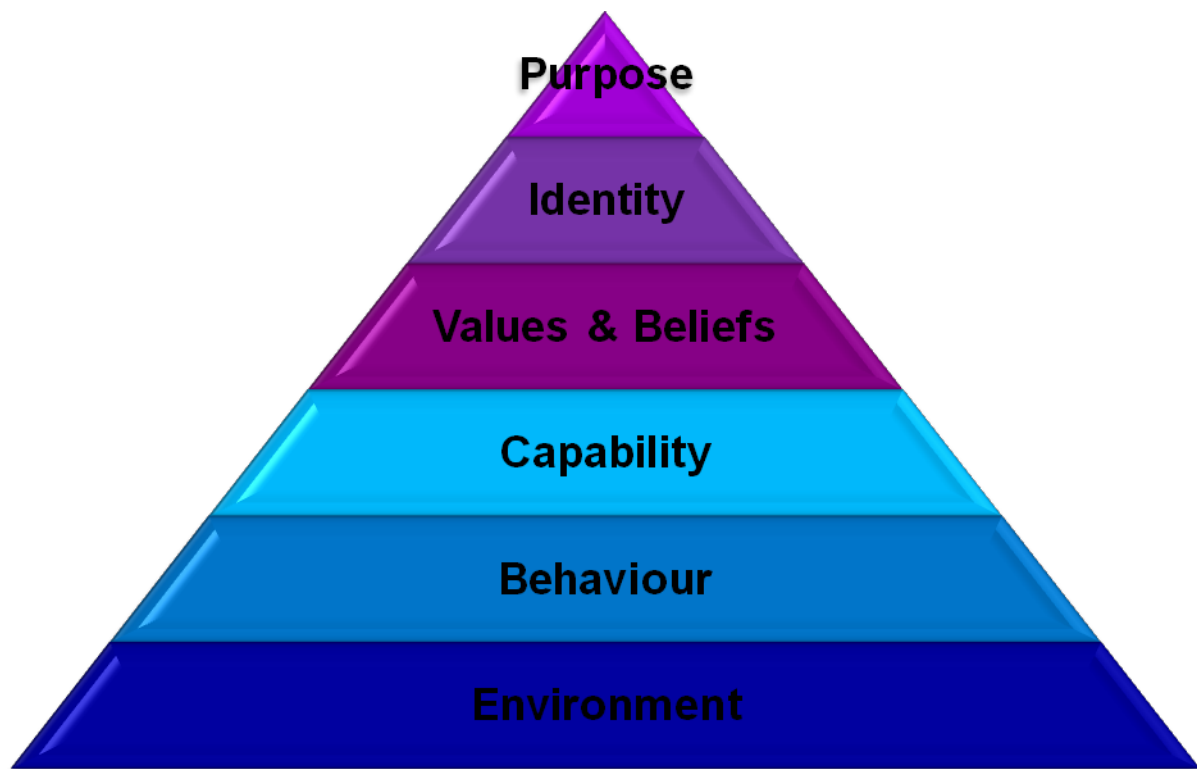
To move yourself through the change curve it will be useful to move forward and deal with the change. We have provided some ideas about what you should be doing at each stage of the curve. Taking these ideas and adding some of your own, please consider what you will do to manage yourself through each stage of the change curve:

Stage	Ideas for Managing Each Stage	How to Manage My Responses
<b>Denial</b> 	<ul style="list-style-type: none"> <li>Appraise yourself of all the available facts</li> <li>Acknowledge your feelings and accept them as a part of the change process</li> <li>Give yourself a 'reality check' where needed and accept when change will be inevitable</li> </ul>	
<b>Blaming Others</b> 	<ul style="list-style-type: none"> <li>Try to keep your emotions in check and keep your behaviour professional</li> <li>Stay alert for tension between team members and try to remember that others will be going through the same emotional responses</li> </ul>	
<b>Blaming Self</b> 	<ul style="list-style-type: none"> <li>Be aware of the 'inner voices' in your head and ensure that you are not 'beating yourself up' unnecessarily</li> <li>Accept that some of the change will be out of your control</li> <li>Give yourself recognition for the things that you do well and emphasise these</li> </ul>	
<b>Uncertainty</b> 	<ul style="list-style-type: none"> <li>Ask all of the questions that are whizzing around your head</li> <li>Ensure that you have an accurate assessment of what is happening</li> <li>Appraise yourself of all potential options and eventualities</li> <li>Identify the best options for you</li> </ul>	
<b>Acceptance</b> 	<ul style="list-style-type: none"> <li>Ask questions to ensure that you understand the full implications of your new situation</li> <li>Work with your line manager to define your role and situation</li> <li>Work with your line manager to plan your actions</li> </ul>	
<b>Problem Solving</b> 	<ul style="list-style-type: none"> <li>If your situation requires major change, take control of making that change</li> <li>Ensure that you are informed of all your options and their implications</li> <li>Identify where you can support your colleagues who are still working through the curve</li> </ul>	



## 5. The Six Logical Levels

Robert Dilts' research into the fields of emotional intelligence concluded that, in order to be motivated to achieve the highest levels of performance, people must have their needs met at six distinct levels (called the 'Logical Levels' by Dilts). This is particularly true in times of major change or transition. These six levels are:



**Environment:** The place and time in which we operate

**Behaviour:** What we say and what we do

**Capability:** Our methods, strategy and approach – how we do what we do

**Values & Beliefs:** What is important – why we do what we do

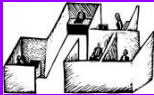





**Identity:** Our sense of self or function – who we are

**Purpose:** Our ultimate reason for doing what we do – why we are here

## 5.1. Change At The Six Logical Levels







What type of change will happen at each of the six levels?

What is the likely impact of that change for you?

Leadership level	Examples of change	Likely impact
<b>Environment</b> 		
<b>Behaviour</b> 		
<b>Capability</b> 		
<b>Values &amp; Beliefs</b> 		
<b>Identity</b> 		
<b>Purpose</b> 		

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Here are some ideas about the occurrence and impact of change at each of six leadership levels:

Leadership level	Examples of change	Likely impact
<b>Environment</b> 	Office moves or rearrangement. Changes to technology or equipment.	Resistance to new environment or resources; attempts to find 'work arounds' which enable people to keep old working methods. Disorientation until the new environment becomes familiar.
<b>Behaviour</b> 	Introduction of new ways of working, standards of behaviour or codes of conduct.	Confusion about what is expected. Individuals and whole organisations 'playing it safe' to ensure that they remain within the new standards.
<b>Capability</b> 	Requirement for new skills or knowledge to keep up to date with new technology or new working methods. Retraining or upskilling.	Feelings of discomfort as existing skills no longer feel 'enough' to do the job. Concern about the upskilling process and resistance to learning activities.
<b>Values &amp; Beliefs</b> 	New organisational values or expecting individuals to work in a new way which requires a new set of values.	Impact is dependent upon whether new expectations align with individual's value set. If not aligned, the individual may demonstrate emotional reactions and may rebel against expectations.
<b>Identity</b> 	Significant changes to job roles, job titles or organisational titles which impacts upon how the person, team or organisation perceives itself.	If the individual, team or organisation loses its identity, it may become 'lost' and lose sense of direction. As a result, performance is likely to reduce and results will drop.
<b>Purpose</b> 	Changes to the ultimate purpose behind an individual, team or organisation's work. Changes to an organisational vision or mission.	If the purpose becomes unclear, focus will be lost and attention diffused. Performance will drop. If people do not align with a new purpose, they are unlikely to be motivated to excel.

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So, what do you need to do to ensure that you deal effectively with transition at all six levels?

Leadership level	How I can support myself at each level
<b>Environment</b> 	
<b>Behaviour</b> 	
<b>Capability</b> 	
<b>Values &amp; Beliefs</b> 	
<b>Identity</b> 	
<b>Purpose</b> 	

## **6. The Impact of Motivation Upon Your Response to Change**

Your motivation preferences will have a big impact upon the way in which you manage your reactions to change. Six of your motivation preferences in particular will affect how you will naturally deal with the transition:

- Whether you focus upon things to be achieved or problems to be avoided
- Whether you initiate action or wait for others to act
- The degree to which you need feedback and external recognition
- Whether you like to find your own ways of working or follow established procedures
- How readily you welcome change in your life
- Whether you focus upon the people or the tasks

The first stage in being able to use your knowledge of your motivators is to accurately assess what your preferences are. We've provided a questionnaire on the following pages to enable you to assess your preferences in six areas:

- Direction of motivation
- Time to action
- Source of motivation
- Approach to work
- Response to change
- Focus of attention

## **6.1. My Motivation Preferences**

For each of the 18 questions in this questionnaire, please choose option a) or b) to reflect the statement which most closely matches your preference. Once you have answered all 18 questions, use the scoring matrix on page 25 to analyse your scores.

*if you're completing this electronically using the separate Word Workbook document, you'll find a copy of these questions on page 12 – 14 of the Workbook.)*

### **1. When beginning a new project, I tend to focus upon:**

- a) What I will achieve by completing the project
- b) How I will overcome potential problems within the project

### **2. In my work, I prefer to:**

- a) Plunge straight into new tasks and learn about it as I go along
- b) Take my time to build up my skills and knowledge and weigh up the situation

### **3. I know I have done a good because:**

- a) It just feels right to me
- b) I get positive comments and feedback from others

### **4. I prefer my work environment to be:**

- a) Flexible enough to enable me to find new ways of completing my tasks
- b) Based upon tried and tested processes that increase efficiency

### **5. I prefer to work in an environment which is:**

- a) Stable
- b) Progressive

### **6. One of my favourite parts of my work involves:**

- a) Dealing with targets, processes or systems
- b) Building relationships with people

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**7. When buying a new car, it is more important for me to consider:**

- a) The features and extra gadgets available on the model I want to buy
- b) The safety record of the model I want to buy

**8. In my social life, I tend to be:**

- a) The person who suggests social get-togethers and makes the arrangements
- b) Happy to go with the flow and fit in with others' plans

**9. If someone criticised my work, I would be more likely to:**

- a) Decide whether or not they were in a position to pass comment
- b) Take the criticism on board and make changes to your approach

**10. When choosing a restaurant, I am more likely to go for:**

- a) A place with a varied menu
- b) Somewhere that has been recommended by somebody I trust

**11. When choosing a holiday destination, I am more likely to go for:**

- a) Somewhere I have been before and really enjoyed
- b) Somewhere new and exciting

**12. When I remember happy occasions, I tend to think about:**

- a) What I was doing
- b) Who I was with

**13. I would rather be known as:**

- a) someone who achieves their objectives
- b) someone who can solve problems

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**14. I would rather be accused of being:**

- a) Too impatient
- b) Too cautious

**15. I would rather be described as:**

- a) Self-reliant
- b) Open to feedback

**16. It is a bigger compliment to be called:**

- a) Creative
- b) Disciplined

**17. I would prefer to be thought of as:**

- a) Steady and dependable
- b) Forward-thinking







**18. I would rather be described as:**

- a) Objective and rational
- b) Compassionate and caring



## 6.2. Analysing My Motivation Preferences

To understand your motivation preferences in more detail, use the scoring guide below to analyse your questionnaire responses:

Motivation Preference	Question Numbers	No. of a.) responses	No. of b.) responses
<b>Direction of motivation</b> 	1, 7, 13	Attention upon goals	Attention upon problems
<b>Time to action</b> 	2, 8, 14	Desire to initiate action	Desire to wait for others
<b>Source of motivation</b> 	3, 9, 15	Internally-referenced	Need for external feedback
<b>Approach to work</b> 	4, 10, 16	Desire for flexibility	Desire for structure
<b>Response to change</b> 	5, 11, 17	Desire for stability	Desire for controlled change
<b>Focus of attention</b> 	6, 12, 18	Focus upon task	Focus upon people

For each of the motivation preferences, you should have a score that totals 3. Your predominant preference is the one with the highest score in the following section; we will review what these preferences might mean and how they may impact upon your responses to change.

## 6.3. Understanding The Motivation Preferences



### Direction of Motivation

Our motivation preferences will determine where we choose to place our attention and focus our energy. Some people will place their attention upon the goals that they are seeking to achieve and the benefits that their actions can derive. Other people will focus their attention upon the problems, barriers and risks that they are likely to encounter.

It stands to reason that people who place their attention upon goals and achievements will tend to see the positive benefits of change initiatives whilst people who place the majority of their attention upon potential problems, risks and barriers will tend to see the drawbacks of change.



### Time to Action

Our motivation preferences will determine how quickly we make decisions about our situation and how quickly we choose to take action. Some people will want to make decisions straight away and initiate action to support the decisions that they have made. Other people will prefer to hang back and wait to see how others respond before deciding upon their course of action.

It stands to reason that people who are keen to take action are likely to move more quickly through the change curve whilst people who are more comfortable hanging back and waiting to gauge others' responses may well take longer to move through the curve.



### Source of Motivation

Our motivation preferences will determine the level of support and feedback from others that we need to navigate through the change. Some people will use their own internal sense of how they are doing to assess their performance and will not need or want feedback from others. Other people will need to validate their own assessment of how they are doing against feedback from others and / or performance against targets or established benchmarks.

It stands to reason that people who use internal references to assess their progress will be quite self-contained during change and may resist help from others whilst people who rely more upon external sources of reference will need feedback, guidance and reassurance from others.

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### **Approach to work**

Our motivation preferences will also determine how we like to structure our work. Some people will want to have the freedom and autonomy to make their own decisions and find their own ways of working. Other people prefer to work within established procedures with clear rules and guidelines.

It stands to reason that people who like freedom and autonomy will want to find their own way through the transition without feeling as though it has all been mapped out without any contribution from them. People who like to work within established procedures will want their manager to set a clear direction and establish the rules and ways of working.



### **Response to Change**

Our motivation preferences determine how readily we accept change and how often we want major change to occur. Some people will want things to stay pretty much the same over time and may struggle to adapt to regularly-changing environments. Other people will deal well with change if it is well-managed and supported by a clear rationale and may be stimulated by times of transition.

It stands to reason that the people who want things to stay the same will find it most difficult to deal with change and to accept its impact whilst people who deal with well-managed change are likely to accept it more quickly.









### **Focus of Attention**

Our motivation preferences determine where we place the majority of our attention during times of change. Some people concentrate upon tasks, systems and objectives and have a strong sense of the processes that should be followed. Other people concentrate upon the people and relationship issues and have a strong sense of motivation and morale in their environment.

It stands to reason that the people who focus upon tasks are likely to update the processes and systems associated with change but may lose sight of the 'people' aspects of change such as relationships and motivation whilst the people who focus upon the 'people' side of change may become sidetracked by emotional, subjective issues.







## 6.4. My Motivation Preferences In Action

Your motivation preferences will have a big impact upon the way in which you deal with change on a personal level and the way in which you communicate change to others. Let's take a moment to collate your motivation preferences before we start to analyse what these might mean to your natural responses to change. For each of the motivation pattern, please add your preference (as assessed from the questionnaire) and think of an example of when you have noticed this in action:

Motivation Pattern	Description	My Preference	Example of My Preference In Action
<b>Direction of motivation</b> 	Do you focus your attention upon goals and achievements or problems, risks and barriers?		
<b>Time to action</b> 	Do you want to make quick decisions and take swift action or hang back to observe others' responses?		
<b>Source of motivation</b> 	Do you use your internal sense of your performance to work out how you're doing or need external feedback?		
<b>Approach to work</b> 	Do you like to work within established procedures or prefer to find your own ways of working?		
<b>Response to change</b> 	Do you want things to stay the same, change gradually in a controlled way or want regular change?		
<b>Focus of attention</b> 	Do you place most of your attention upon the tasks that you do or the people that you work with?		







## 6.5. The Impact of Motivation Preferences Upon Change

By understanding an individual's motivation preferences, we can predict their likely response to change and plan a change strategy that will work with their preferences and support them through the transition. Let's start by thinking about the impact of each one of the preferences that we have discussed. Using the table below, please consider how you think that each motivation preference will deal with change:

Motivation Pattern	Preference	Impact
<b>Direction of motivation</b> 	Focus upon goals and achievements	
	Focus upon problems, risks and barriers	
<b>Time to action</b> 	Desire for quick decision and swift action	
	Desire to 'hang back' to see how others respond	
<b>Source of motivation</b> 	Reliance upon internal sense of how they are performing	
	Reliance upon feedback from others & external validation	
<b>Approach to work</b> 	Desire to work within established rules and procedures	
	Desire for autonomy to find own ways of working	
<b>Response to change</b> 	Desire for things to stay the same	
	Desire for controlled change for a good reason	
<b>Focus of attention</b> 	Focus upon the task to be completed and the results to achieve	
	Focus upon the people involved and the relationships	







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Here are a few ideas about how people with each of the motivation preferences are likely to react when faced with change:

Motivation Pattern	Preference	Impact
<b>Direction of motivation</b> 	Focus upon goals and achievements	Likely to move through the change by focussing upon the positive benefits and the expected outcomes; may not want to consider the associated problems.
	Focus upon problems, risks and barriers	Likely to focus upon the potential problems and risks associated with the change; may be perceived as 'negative' by others.
<b>Time to action</b> 	Desire for quick decision and swift action	Likely to move relatively quickly through the change curve. Will make quick decisions and make things happen; may become frustrated by lack of action.
	Desire to 'hang back' to see how others respond	Likely to move slower through the change curve. Will take time to gauge others' responses and weigh up the situation; may feel pressured into action.
<b>Source of motivation</b> 	Reliance upon internal sense of how they are performing	Unlikely to be swayed by others' input unless they have a compelling, logical argument and strong reasons for change.
	Reliance upon feedback from others & external validation	Likely to need reassurance and direction from others; may struggle during times of change if feedback and validation is not forthcoming.
<b>Approach to work</b> 	Desire to work within established rules and procedures	Likely to look to manager and other role models for guidance; may feel uncomfortable until new structures and procedures are established and embedded.
	Desire for autonomy to find own ways of working	Likely to want to find a way to contribute to the change discussions and shape its outcomes; may rebel if the change is imposed by others.
<b>Response to change</b> 	Desire for things to stay the same	Likely to resist change and try to find ways of keeping things the same; may struggle to cope with major transition and regular change.
	Desire for controlled change for a good reason	Will accept change if it has a strong rationale behind it. Will want to have control over elements of the change and be involved in decisions.
<b>Focus of attention</b> 	Focus upon the task to be completed and the results to achieve	Likely to place full attention upon the tasks, systems and processes associated with the change and lose sight of the people issues; may lack empathy.
	Focus upon the people involved and the relationships	Likely to concentrate upon the people issues associated with the change; may become sidetracked by emotional issues and lose some objectivity.

## 6.6. The Impact of My Preferences Upon My Responses

So now we understand how each motivation preference impacts upon our natural responses to change, let's think about the impact of your preferences:

Motivation Pattern	Description	My Preference	Impact
<b>Direction of motivation</b> 	Do you focus your attention upon goals and achievements or problems, risks and barriers?		
<b>Time to action</b> 	Do you want to make quick decisions and take swift action or hang back to observe others' responses?		
<b>Source of motivation</b> 	Do you use your internal sense of your performance to work out how you're doing or need external feedback?		
<b>Approach to work</b> 	Do you like to work within established procedures or prefer to find your own ways of working?		
<b>Response to change</b> 	Do you want things to stay the same, change gradually in a controlled way or want regular change?		
<b>Focus of attention</b> 	Do you place most of your attention upon the tasks that you do or the people that you work with?		

If you think about your preferences in combination, what can you learn about your likely responses to change? How do your preferences work together?

## **7. My Personal Change Strategy**

Just to recap, by working through this guide, you will have identified your responses to change and transition in terms of:

- Your position on the change curve
- Your needs during times of change at each of the six logical levels
- Your inherent motivation factors

It's always useful to understand why your reactions and your behaviour are as they are; however, the most useful thing we can do with the information is to bring it all together and use it to form a meaningful strategy which will help you to deal with the change. Every person's strategy will be unique and based upon their individual situation and preferences.

So, we're now going to encourage you to:

- Review what you have learnt as a result of working through this guide
- Identify the individual actions that will help you to manage the transition
- Bring all of these actions together into a strategy that will enable you to move along the change curve, deal with the transition at all six levels and manage your natural preferences in a professional way

Of course, creating a strategy is not enough; it's also important to make sure that you then move on to implement the plan and track your progress.

So, as you are working through your personal strategy, please bear the following questions in mind:

- How feasible are the plans that I am making?
- What timescales should I be attaching to my plans?
- How will I measure my progress?
- What support do I need to implement my strategy?
- How motivated am I to achieve the outcomes of my strategy?
- How much effort am I willing to commit to my strategy?



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Work through the following questions to help you to develop your strategy for supporting yourself through the transition:

- 1.) What behavioural traits have you noticed in yourself recently?
  
  
  
  
  
  
  
  
  
  
- 2.) Which of these are out of character?
  
  
  
  
  
  
  
  
  
  
- 3.) What do you think is causing these behaviours?
  
  
  
  
  
  
  
  
  
  
- 4.) Where are you on the change curve? What tells you this?
  
  
  
  
  
  
  
  
  
  
- 5.) What interventions do you need to make to move to the next stage of the curve?

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6.) What external support are you receiving just now?

7.) How are you feeling about the transition at each of the six logical levels?

*Environment?*

*Behaviour?*

*Skills & capabilities?*

*Values & beliefs?*

*Identity?*

*Purpose?*

8.) What needs to happen for you to feel better at each of the levels?

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9.) In terms of your motivation preferences, where is the direction of your motivation towards goals and achievements or problems, risks and barriers?

What is the potential impact of this preference?

What do you need to do to manage it in the most effective way?

10.) In terms of your motivation preferences, what is your preference for 'time to action' – towards rapid decisions and swift action or taking time to review the situation and others' responses?

What is the potential impact of this preference?

What do you need to do to manage it in the most effective way?

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11.) In terms of your motivation preferences, where is the source of your motivation – from your internal sense of your own performance or from feedback / validation from others?

What is the potential impact of this preference?

What do you need to do to manage it in the most effective way?

12.) In terms of your motivation preferences, what is your preferred approach to your work – do you prefer to have the flexibility to work your own way or to work within established procedures?

What is the potential impact of this preference?

What do you need to do to manage it in the most effective way?

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13.) In terms of your motivation preferences, what is your response to change – do you prefer a stable environment that stays broadly the same or welcome change that is well-controlled?

What is the potential impact of this preference?

What do you need to do to manage it in the most effective way?

14.) In terms of your motivation preferences, where is the focus of your attention – on the tasks, systems and processes or on the people and relationships?

What is the potential impact of this preference?

What do you need to do to manage it in the most effective way?

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15.) If you review all of these preferences and their impact in combination, what does it tell you about your natural responses to change? What are the common threads?

16.) What are the five most important actions that you need to take to ensure that you move successfully through the transition?

1.

2.

3.

4.

5.

17.) What support do you need from other people?

18.) How will you make sure that you get this support?

19.) How will you measure your progress?



## **9. Planning My Next Steps**

So, we have now been through every stage of the process in creating your strategy to enable you to move through periods of transition.

Now it's time to bring this all together and consider what you will do next.....

What have you learnt about yourself as a result of working through this guide?

What has been the biggest learning in terms of your response to change?

What is the first thing you are going to do after you finish working with this guide?

Who are you going to share your plans with?

What will success mean for you in terms of the outcomes of your strategy?

**Good luck and stay positive!**



## **Meet the Authors**

The self-help guide has been specifically designed to enable individuals, people managers and organisations to work through the current economic uncertainty in a way that supports the wellbeing of their people and ensures that performance levels continue at a level which maintains high levels of service for customers, citizens, service users and all other stakeholders.

The Training & Leadership Coaching Ltd team behind the creation of the 'Transition Learning Culture' series have a wealth of experience in people, leadership and organisational development and have worked with thousands of people to develop their career. Using leading-edge psychological techniques to enable people to understand themselves and others at a more in-depth level, our team members can help you to find the perfect solution to the issues that are affecting you at the current time.

Because we work with internationally-renowned experts – such as the International Alliance for Learning and Dr. Stephen Lundin, author of best-selling works such as FISH! and CATS: The Nine Lives of Innovation – and test all of our solutions out with a range of organisations in both the public and private sector, you can be sure that the support you are receiving represents current best practice thinking and offers solutions that really work.

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