



Changing the Future of Work - The Neurology of Leading Change

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BUSINESS **AGILITY**
INSTITUTE



Warm up – [Mentimeter.com](https://www.mentimeter.com)

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Top skills for success
in your work today

Top Skills for Success in your work today



Laura Powers – “the Future of Work”

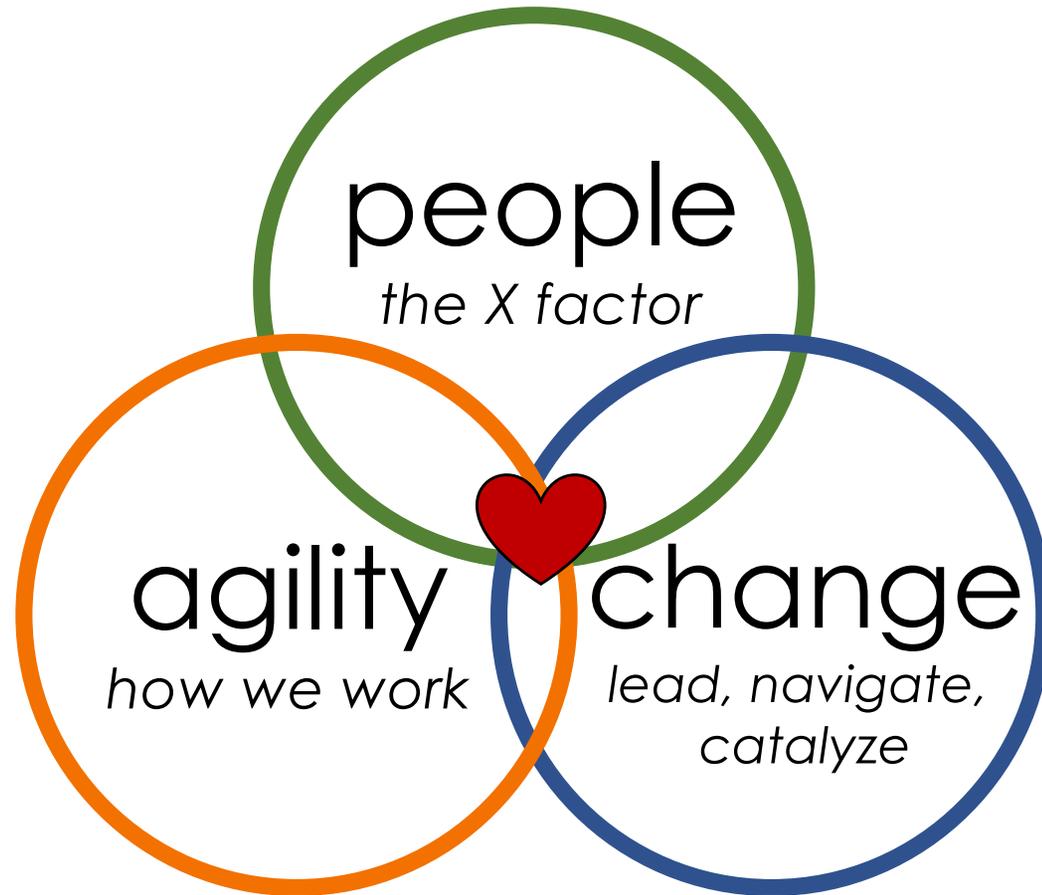


Vice President Operations - Business Agility Institute
Founder – Powered by Teams
Mentor – Silicon Valley Ignite (startup incubator)
Instructor – Stanford, Continuing Studies Program

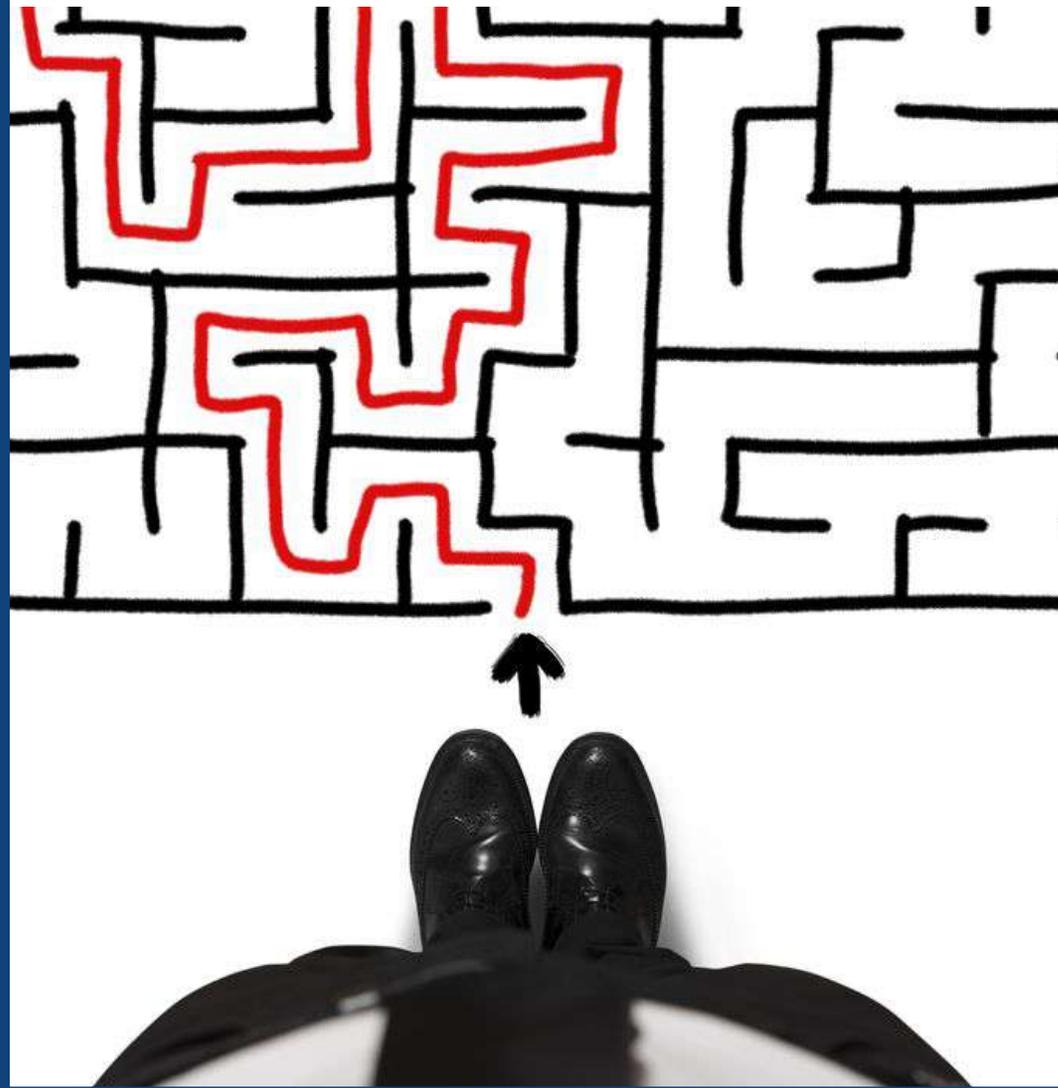


STANFORD
CONTINUING STUDIES





Making a Difference with Heart



Let's
Talk
Change

Change?



Your Change Inventory – the last 12 months



1. A new job or role
2. A new manager
3. A reorganization
4. A change in your desk or work area
5. A move of your work area within the current building
6. A move to a new building or work location
7. A change in members on your team
8. A change in your daily work flow
9. A new work policy or procedure
10. A change in product/market
11. Litigation affecting your company
12. Implementation of a new or different technology

13. Intro of a new tool (or changes to an existing one)
14. A drive to capture a new client or market
15. Significant changes to your company's products or services
16. A company move or expansion into a new regional or global territory
17. A merger or acquisition
18. A geopolitical shift affecting your market or services
19. A change in your commute (route, time, mode)
20. A change in hiring and staffing (rapid growth, layoff, or hiring freeze)
21. A significant change in company budget & spending

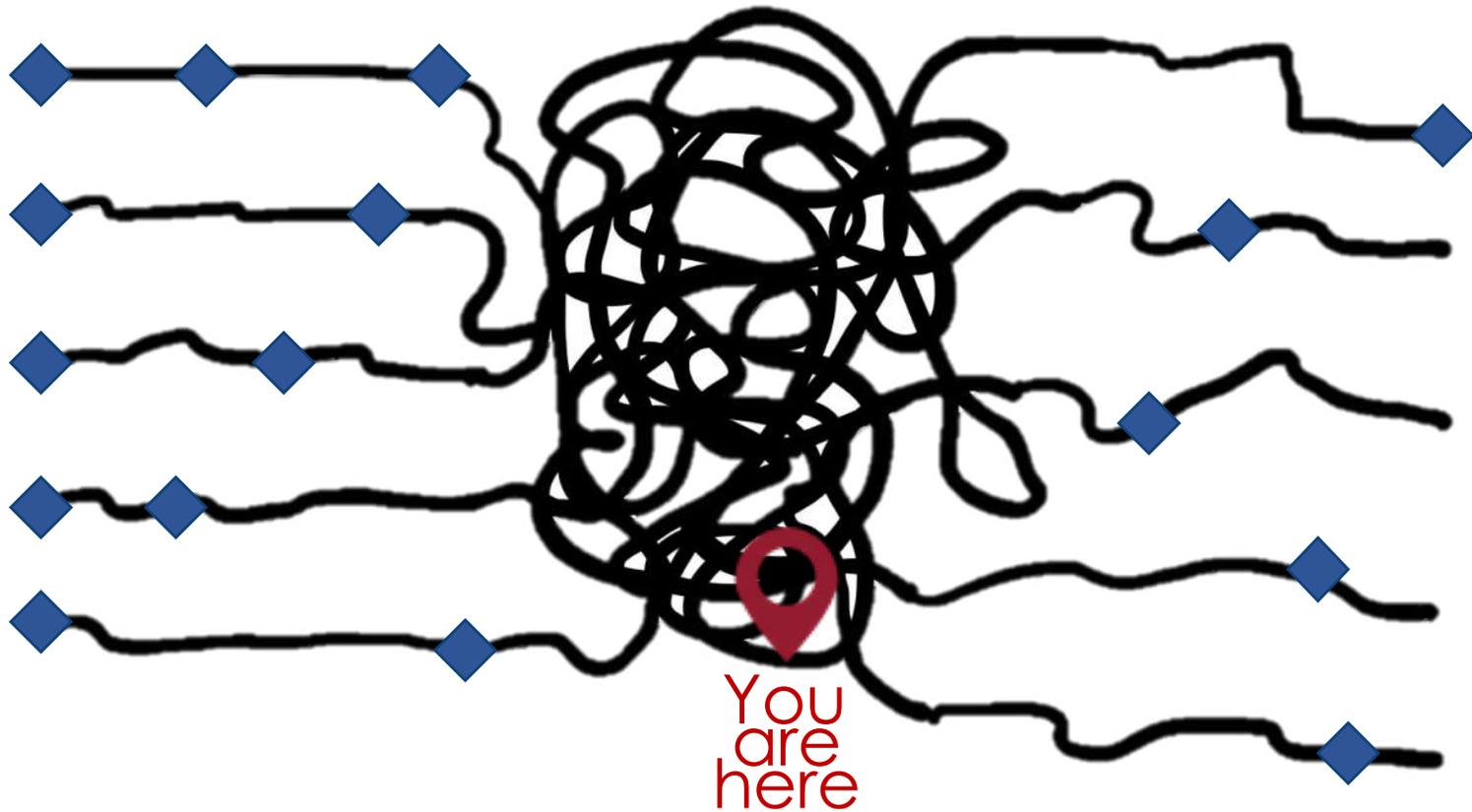
Other _____

_____ My Total

2020 ...



Work in 2020



Change is Complex

5 Types of Change

Strategic

How the organization fulfills its mission

Cultural

How the organization nurtures & shifts values, attitudes & behaviors

Structural

How the organization is setup (formal & informal)

Talent

How the organization engages, develops, & manages its people

Process

How the organization maximizes productivity & workflow



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Barriers that challenge the
success of change

Barriers to Successful Change



Change Initiatives

50-75%
FAIL

Fail to launch
Fail to scale
Fail to sustain





The Cost

70%

Employees
not engaged
or disengaged

Cost:

\$550 Billion
Annually in US only

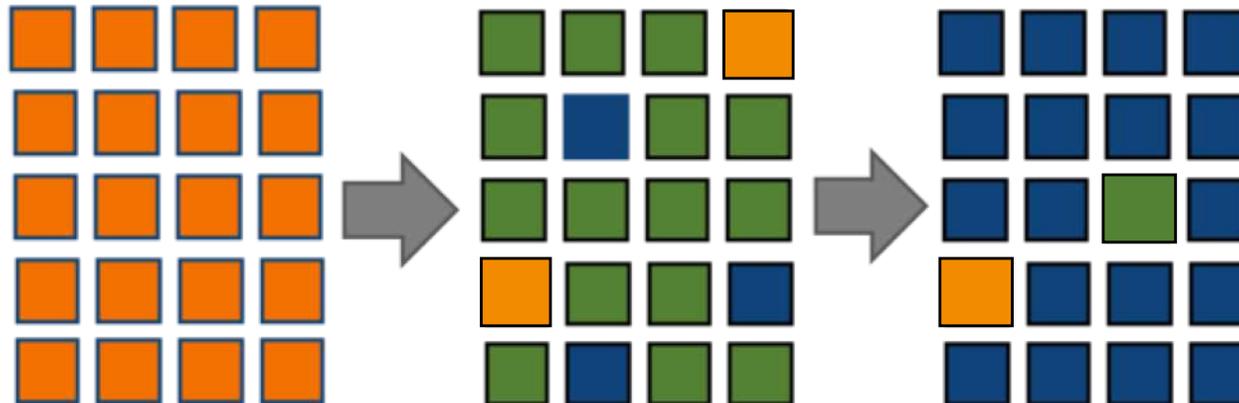
“

The achievements
of an organization are
the results of the combined
effort of each individual

~Vince Lombardi

”

Not only is change complex & challenging...
Change is personal



WIRED TO RESIST

The Brain Science of Why Change Fails
and a New Model for Driving Success



Britt Andreatta, PhD

*Author of Wired to Grow, Leading with Emotional Intelligence, Leading Change,
The Neuroscience of Learning, and Having Difficult Conversations*

Aha!

“Wired to Resist”

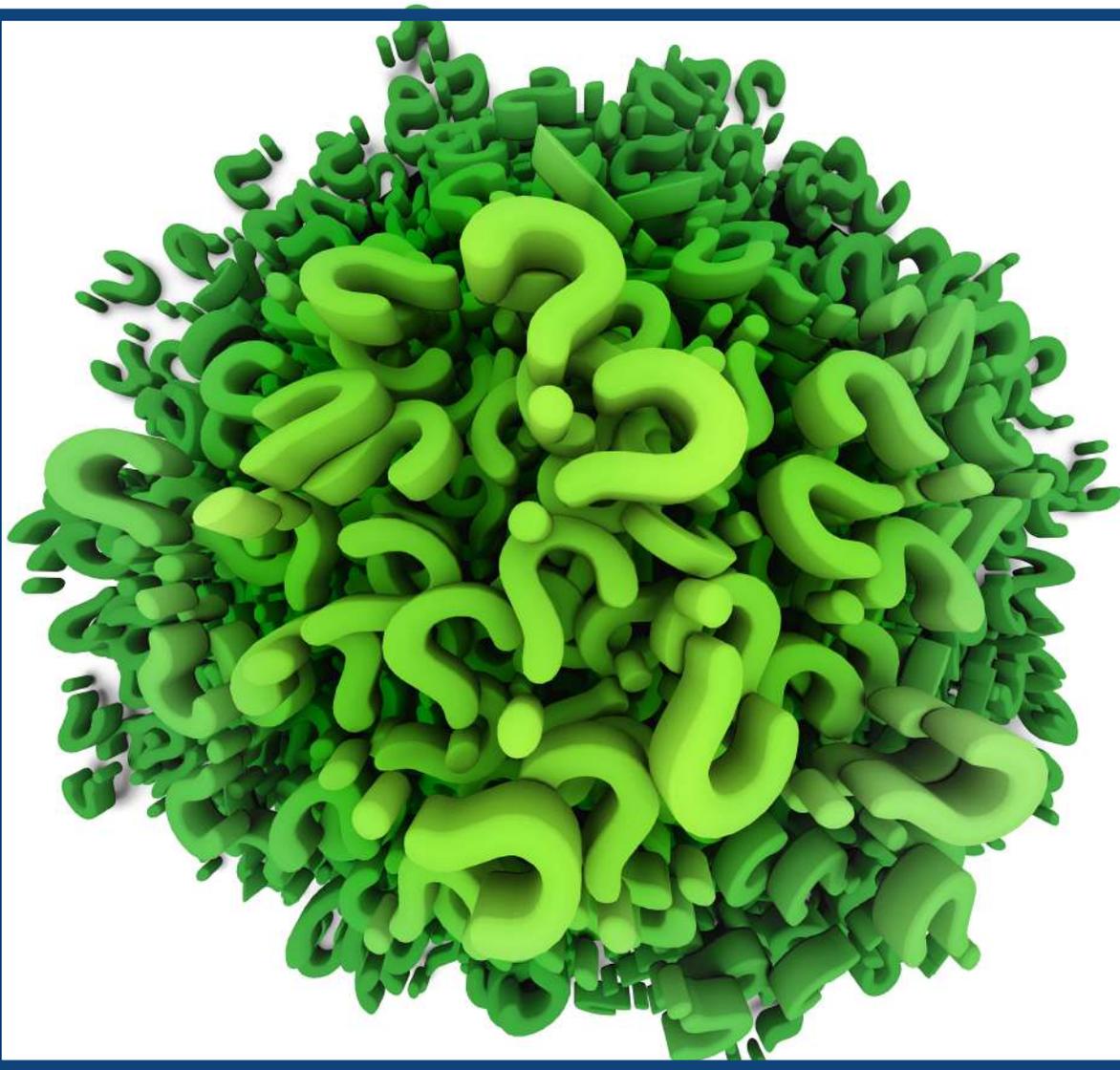
Britt Andreatta, PhD

2017

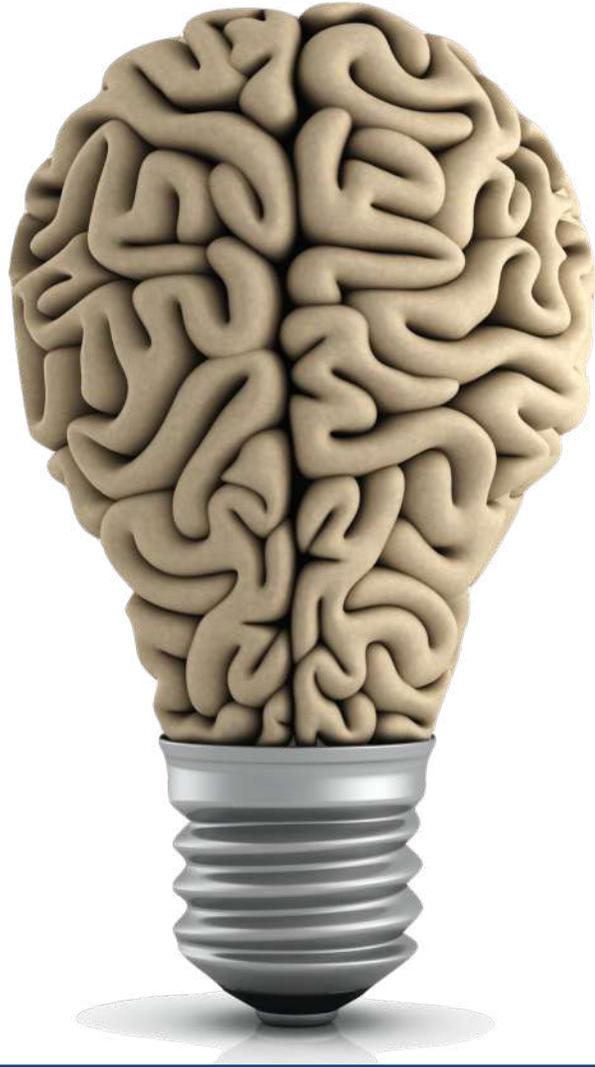


Resistance is Natural

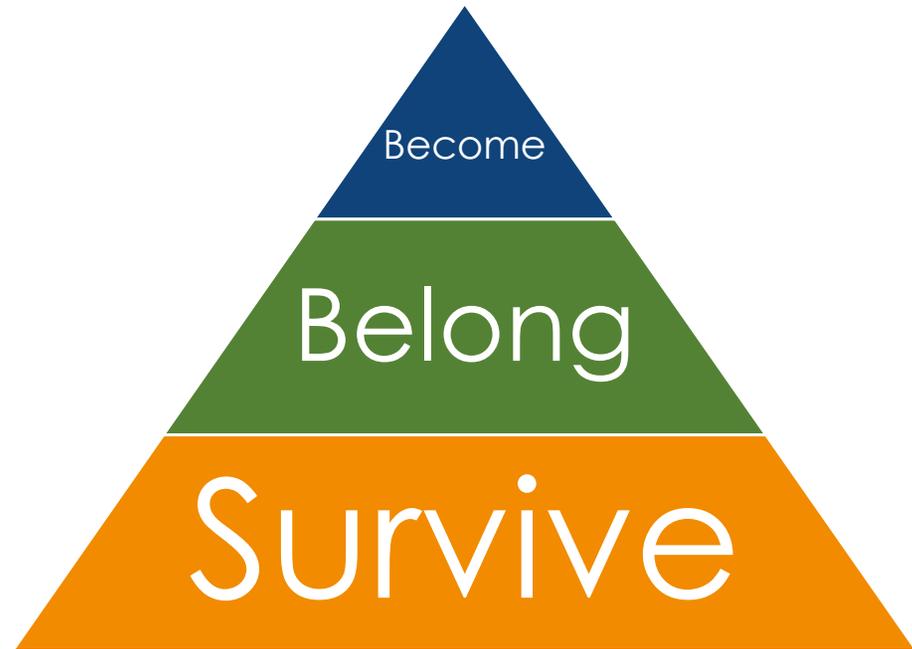
Humans are hard-wired
to resist change



The Question:
How to Work
WITH
Our Neurology
In Times of
Change?

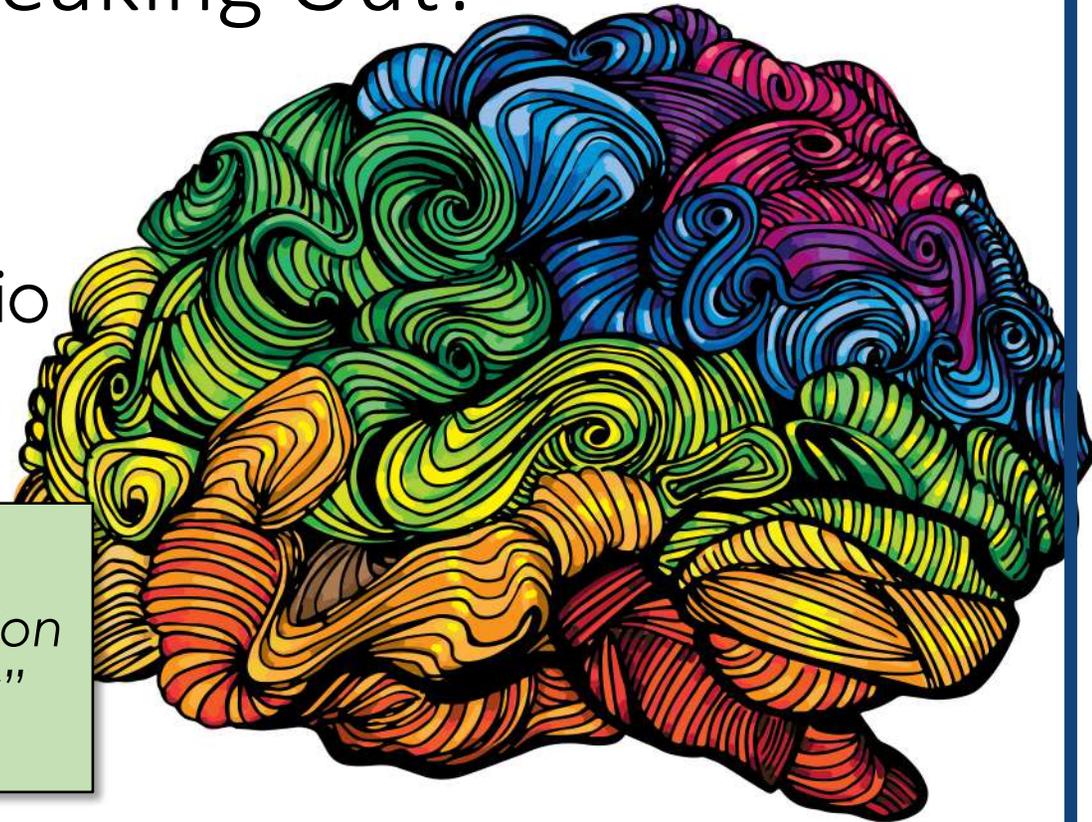


Humans are designed to:



1. Amygdala – “I’m Freaking Out!”

- Detects ANY change
- Change means Danger
- Fills in worse case scenario
- Fight/Flight/Freeze



Leading Change

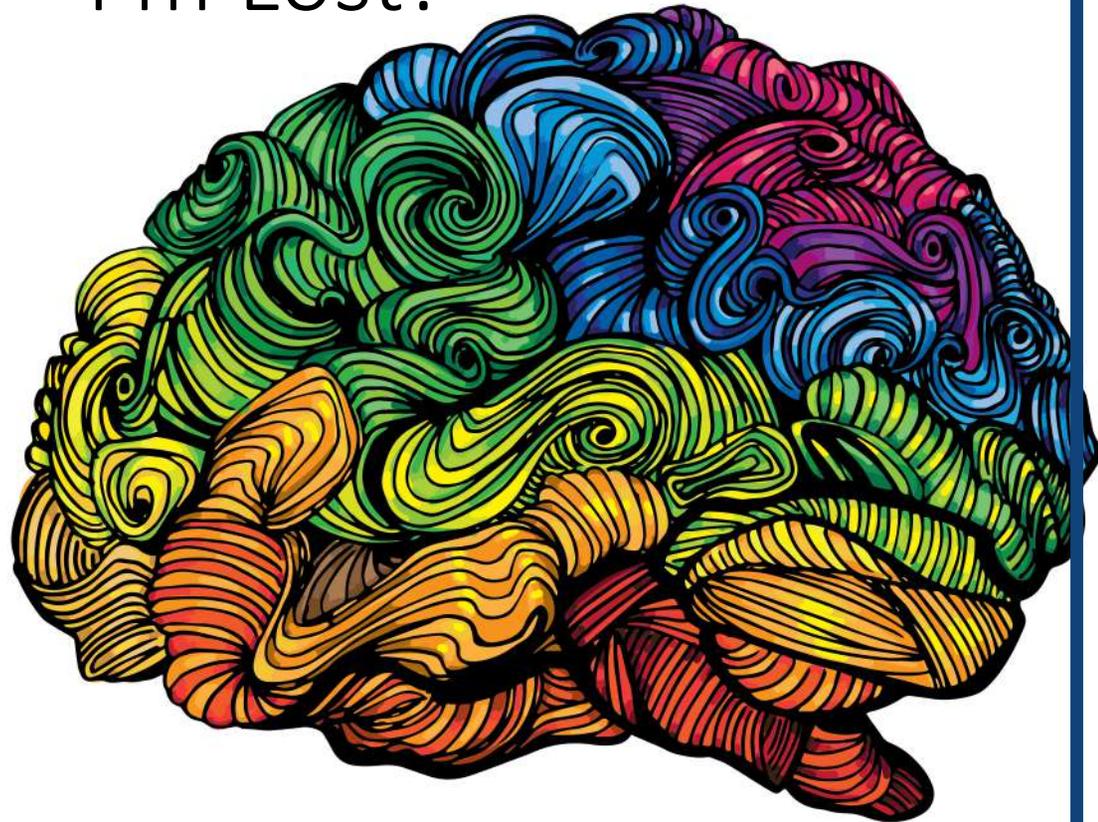
- *Transparent, early communication*
- *Clear, consistent “Why” & “How” of Change*

2. Entorhinal Cortex – “I’m Lost!”

- Mental maps
- Physical & social space
- Change means risk to my sense of belonging

Leading Change

Consider physical space & social implications of any change initiative



3. Basal Ganglia – “I don’t know what to do!”

- Habit Factory
- Cue, Routine, Reward
- Change means energy drain to build new habits

Leading Change

- *Consider how to provide training, repetitions & rewards to support new habits*
- *Expect & support change fatigue*

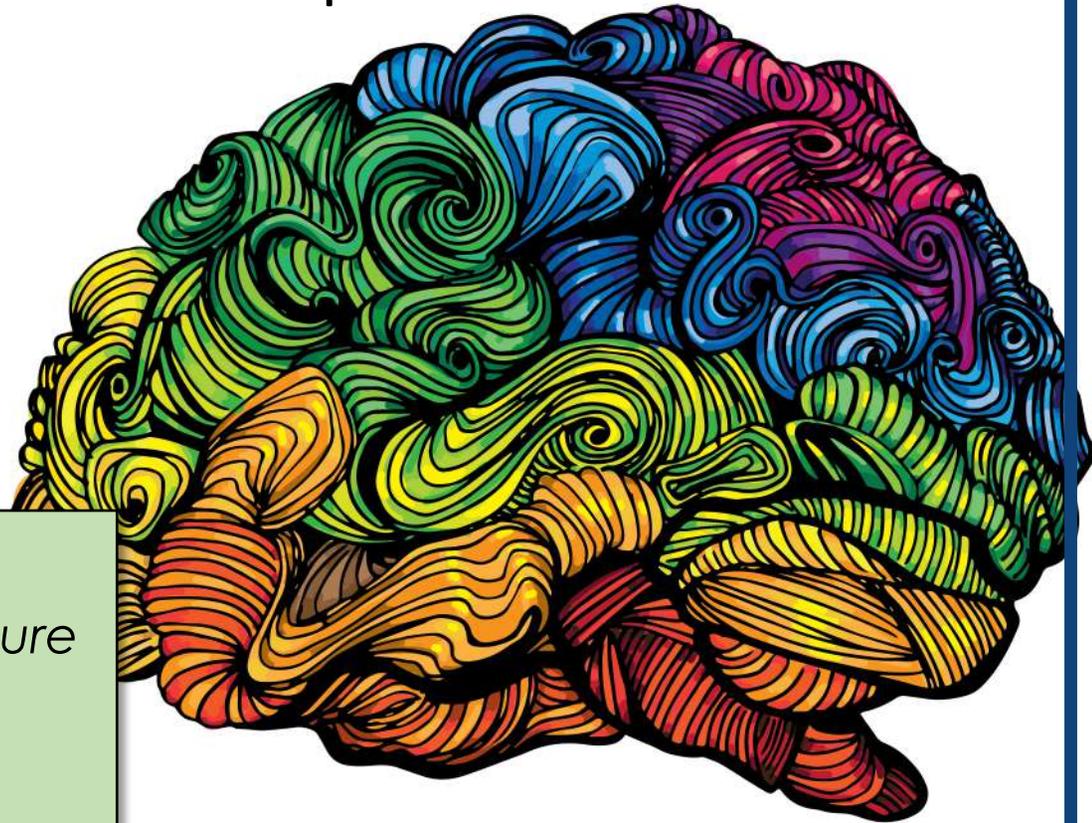


4. Habenula – “I can’t mess up”

- Controls behavior with chemical “guard rails”
- Change means many possible failures
- Learned helplessness

Leading Change

- *Consider how to make failure truly “safe” in your culture*
- *Avoid combining failure + shame*



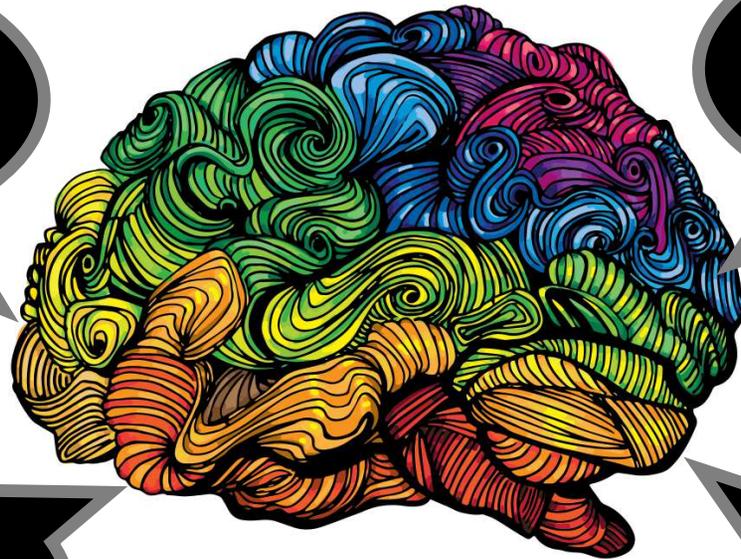
The Four Brain Structures Involved in Change

Basil Ganglia:
"I don't know
what to do"

Habenula:
"I can't mess up"

Amygdala:
"I'm freaking out!"

Entorhinal Cortex:
"I'm lost"

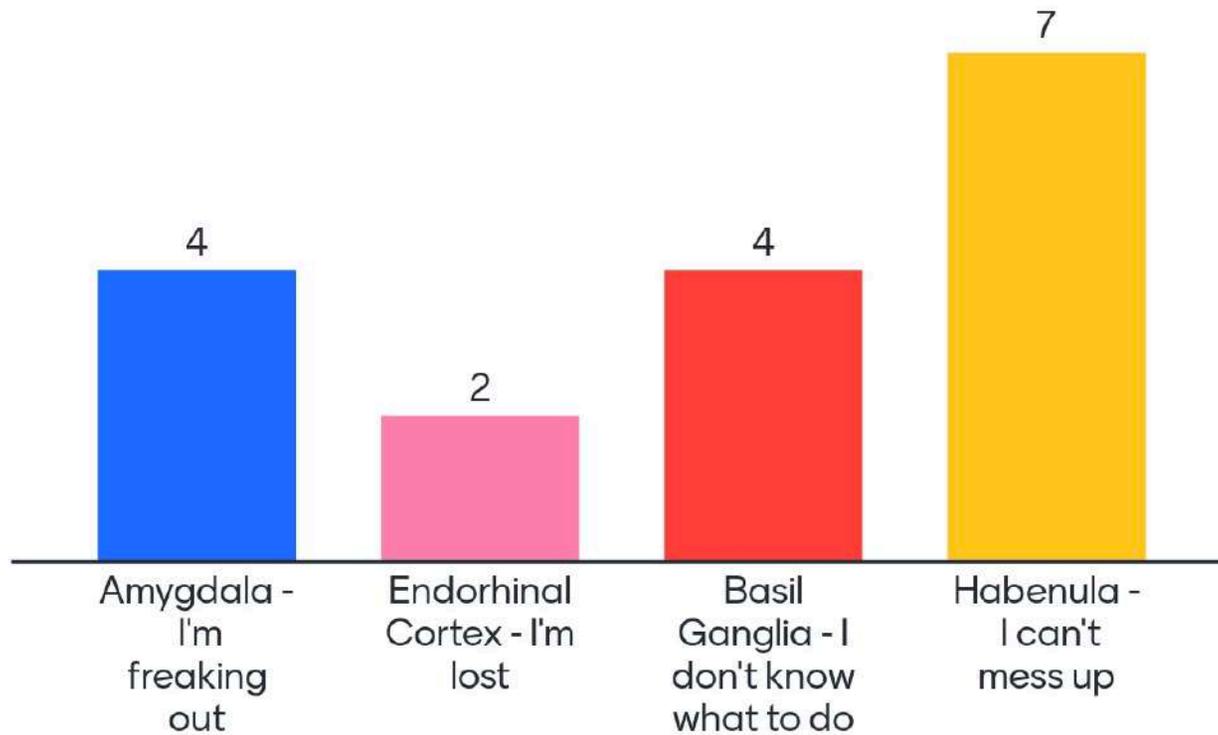


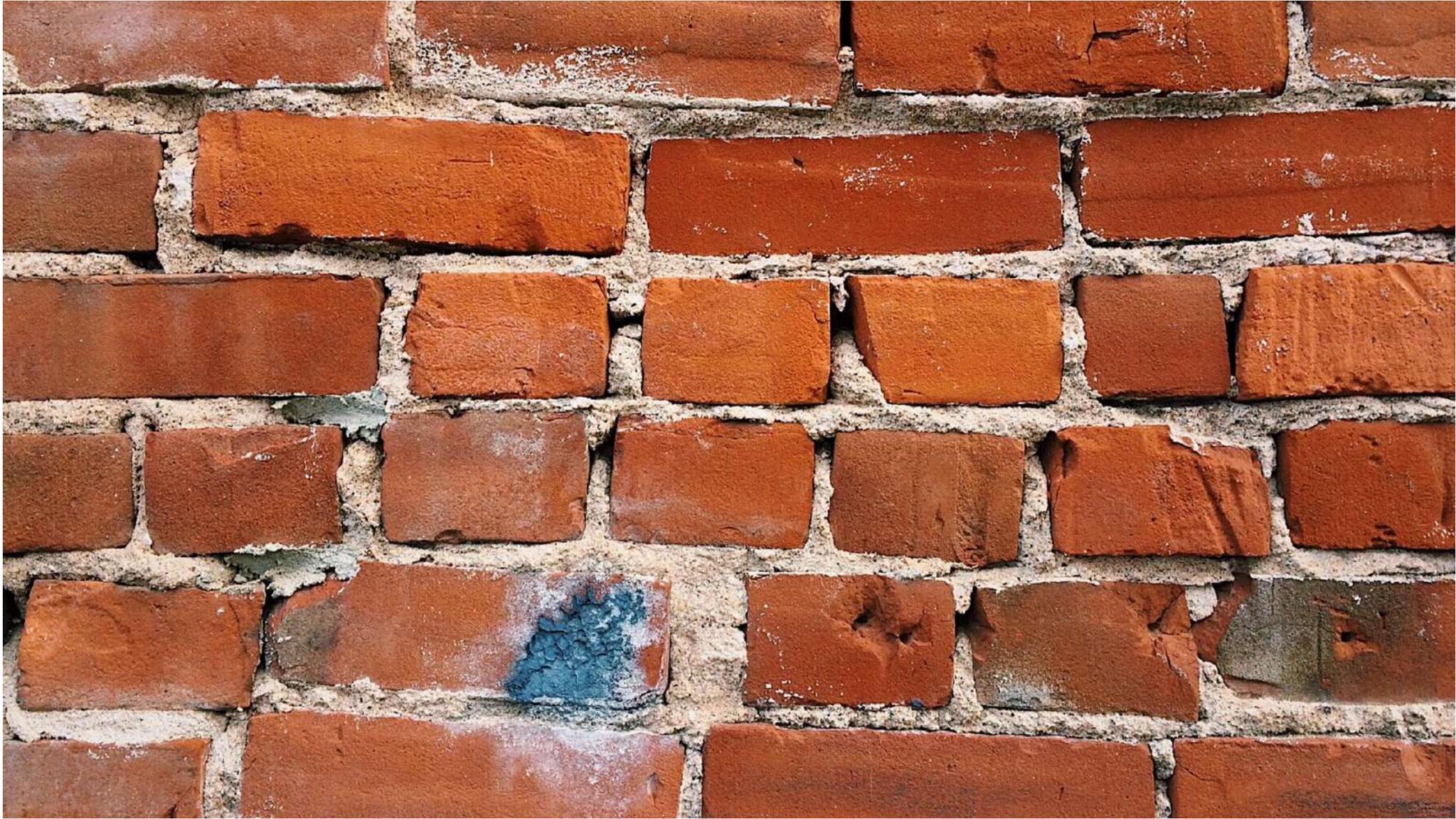


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What's YOUR typical reaction
to change?

What's YOUR typical reaction to change?





Change is a Journey



“

Leadership is the
engine that
drives change.

~John Kotter

”



A Leader's Change Toolkit

2 Tools:

- Change Style
- Change Journey

Change Styles



Conservator

- More caution about change
Resists the unknown
- Needs info & time
 - Steady, reliable, consistent
 - Asks good questions
 - Prefers gradual change

Pragmatic

- Embraces change when absolutely necessary
- Practical & reasonable
 - Sometimes noncommittal
 - Serves as mediator

Originator

- Enjoys risk
Comfortable with change
- Change visionaries
 - Needs help thinking it through
 - Prefers quick & radical change



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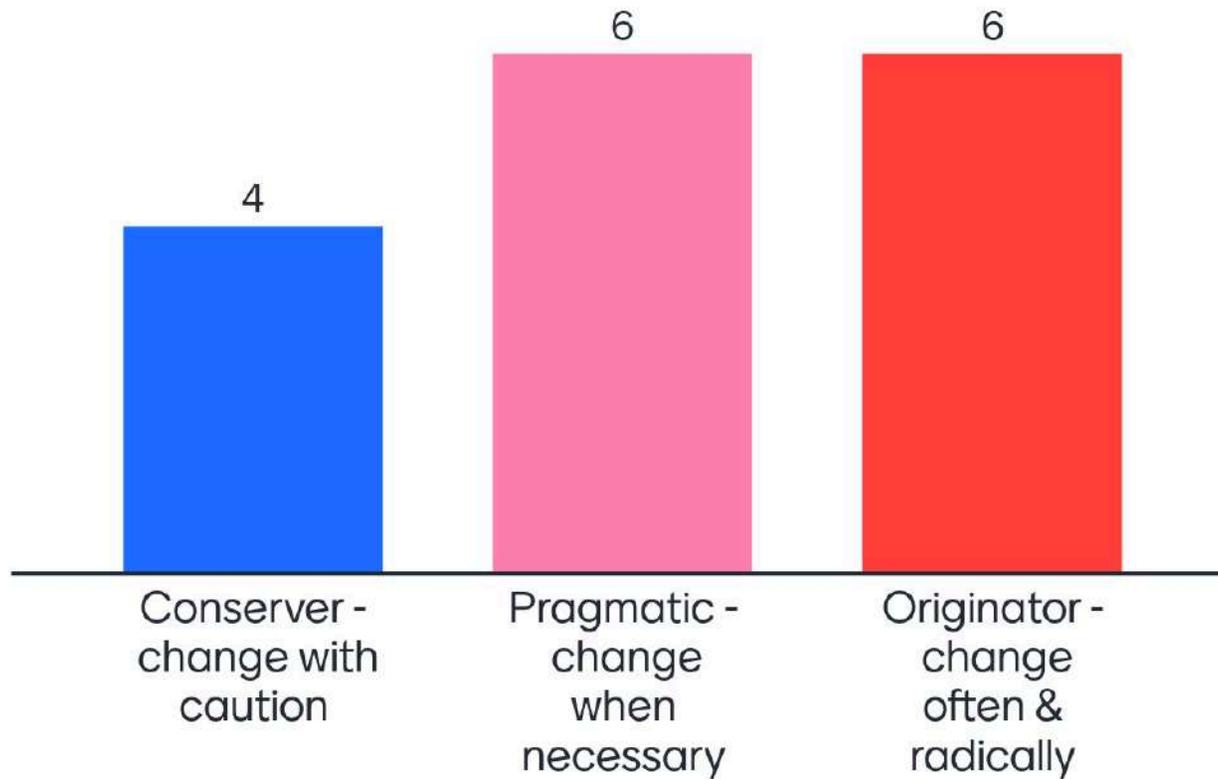
What's YOUR change style?

Conservator

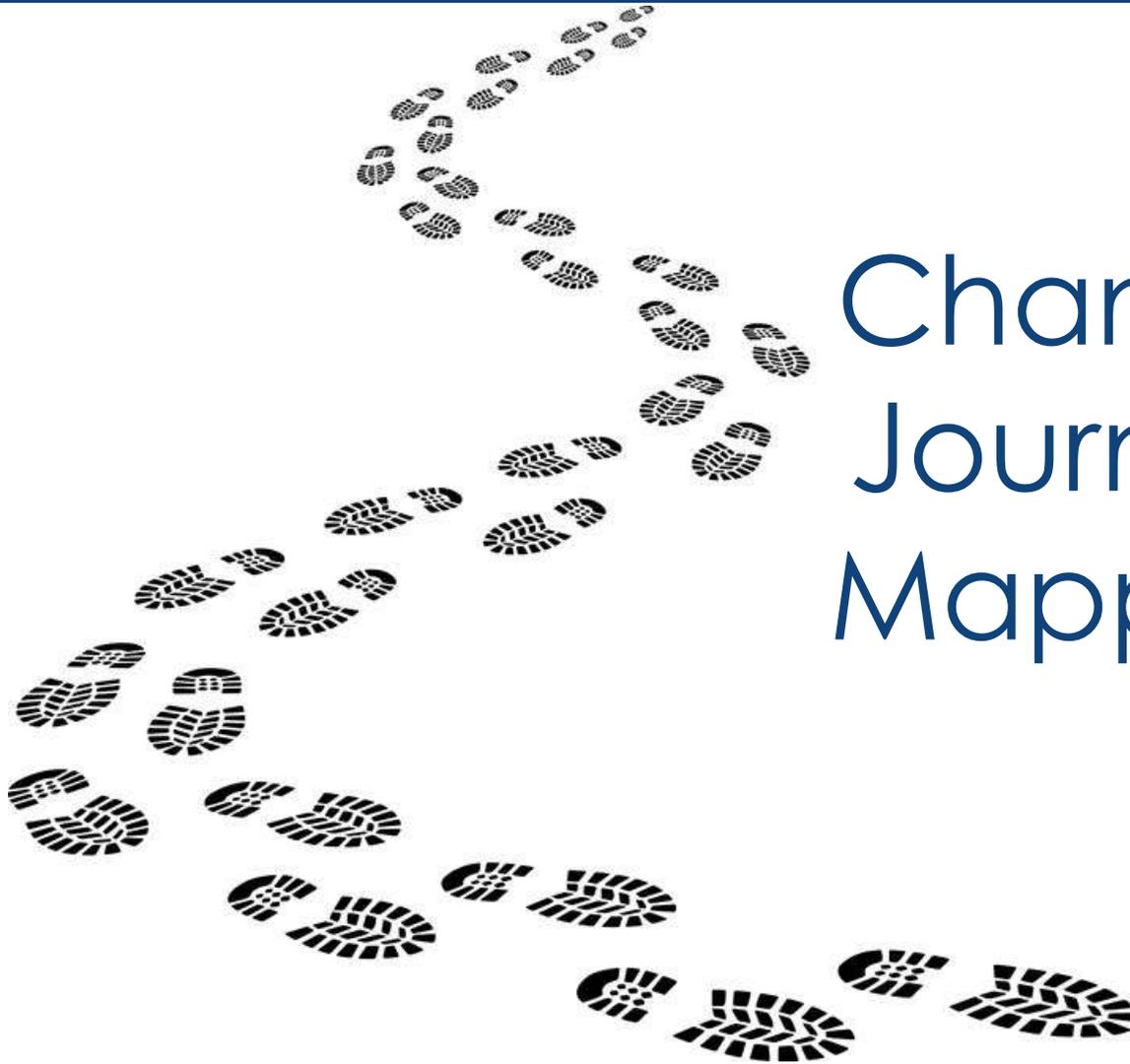
Pragmatic

Originator

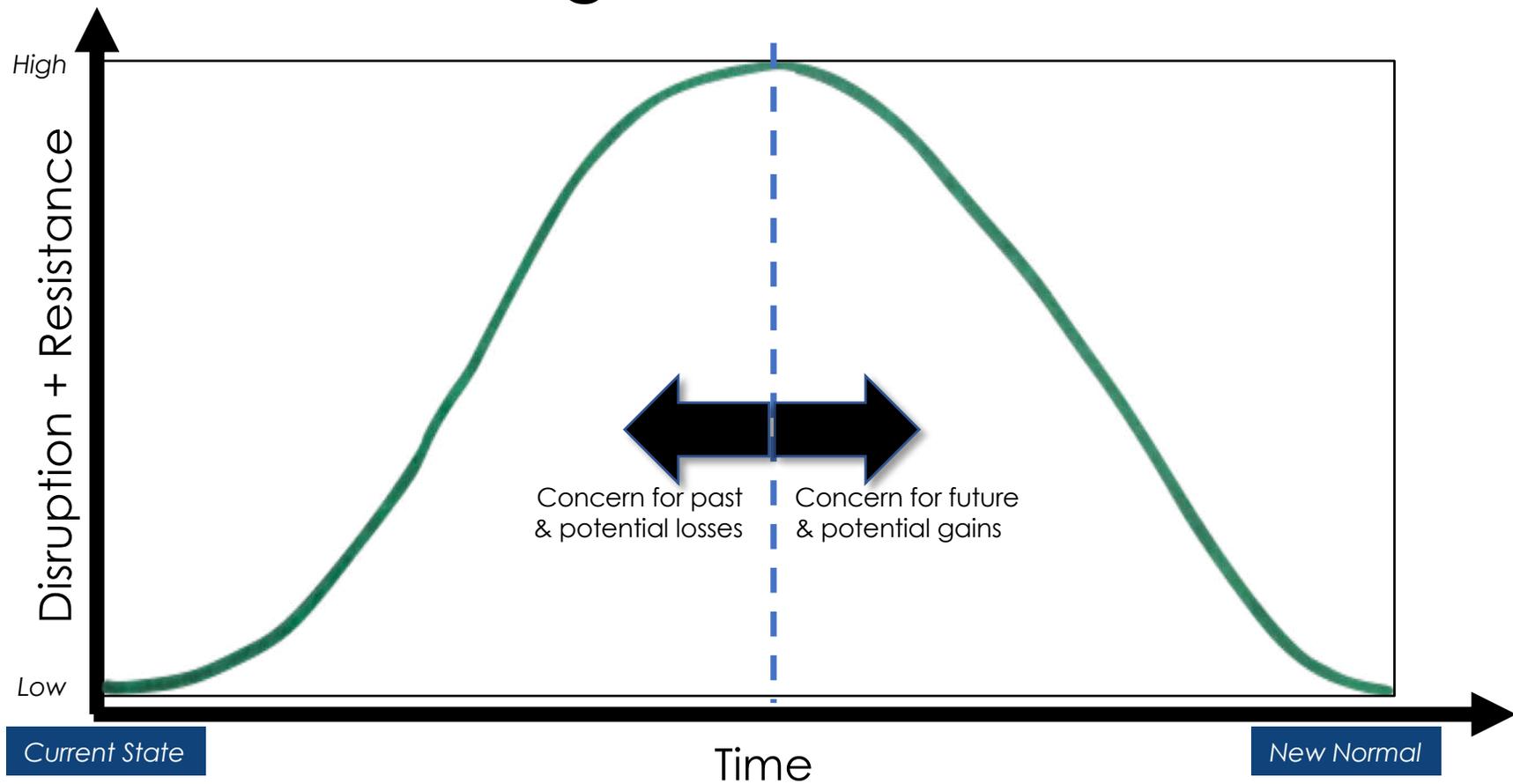
What's Your Change Style?



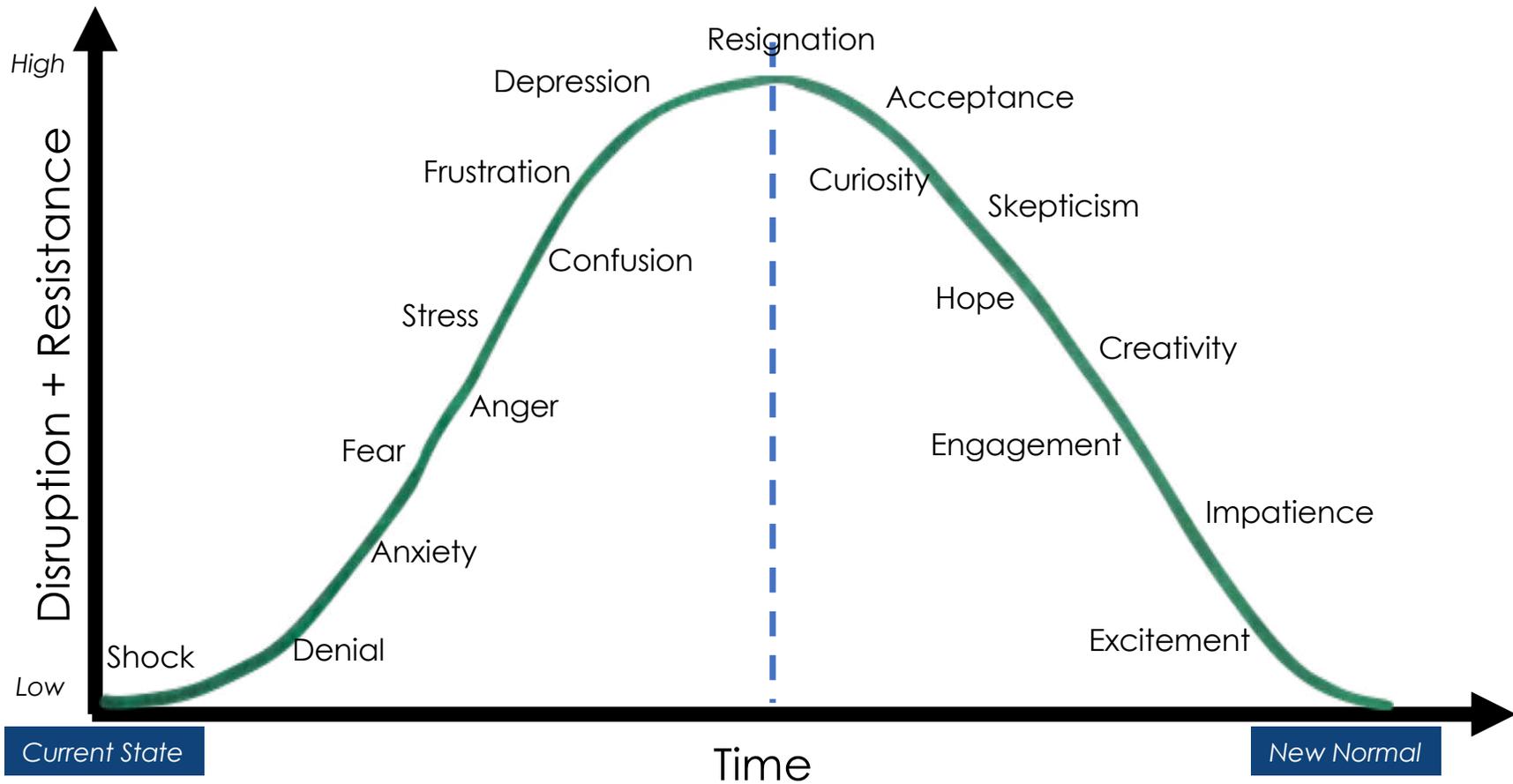
Change Journey Mapping



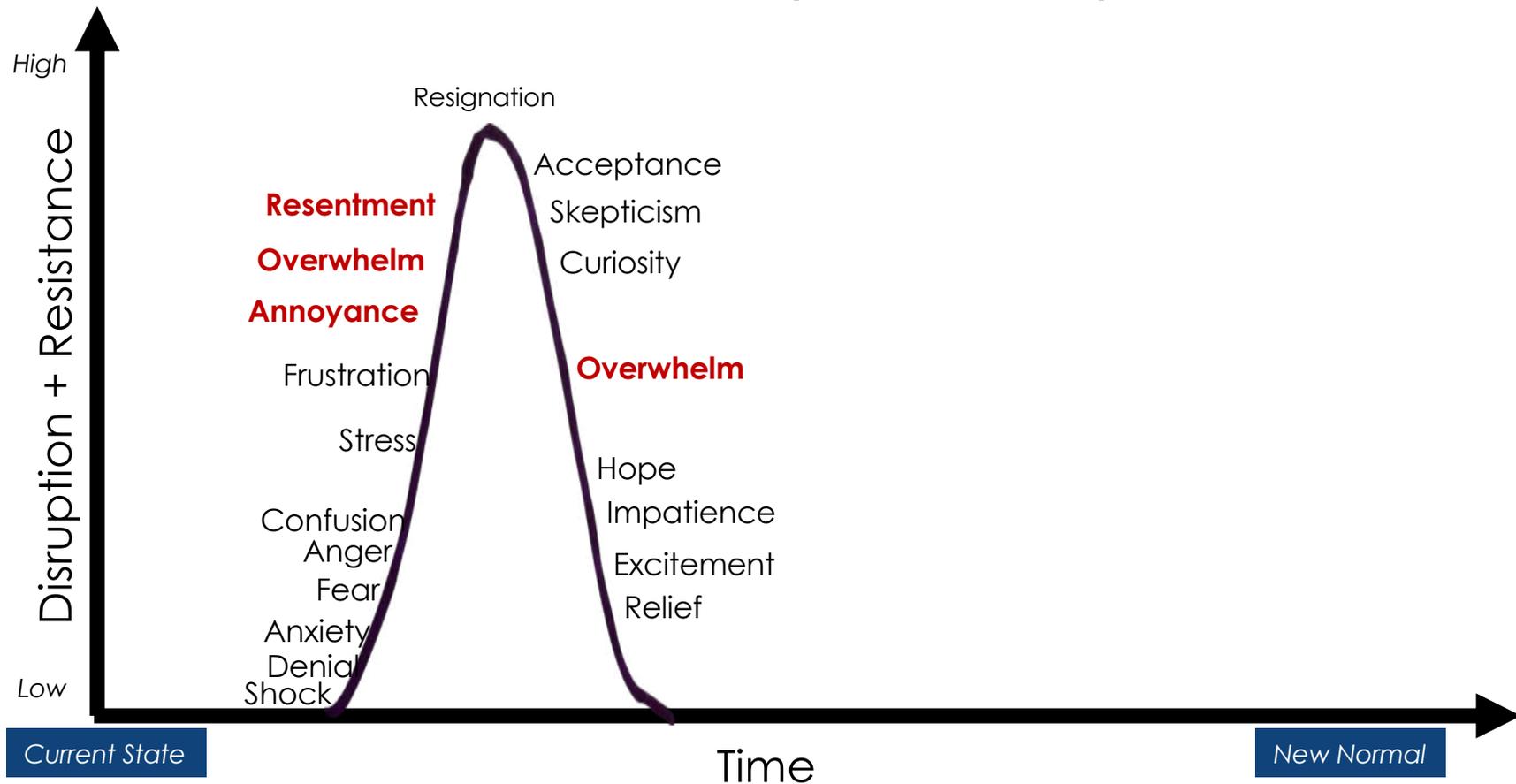
Change Journey Model: Long Intense Climb



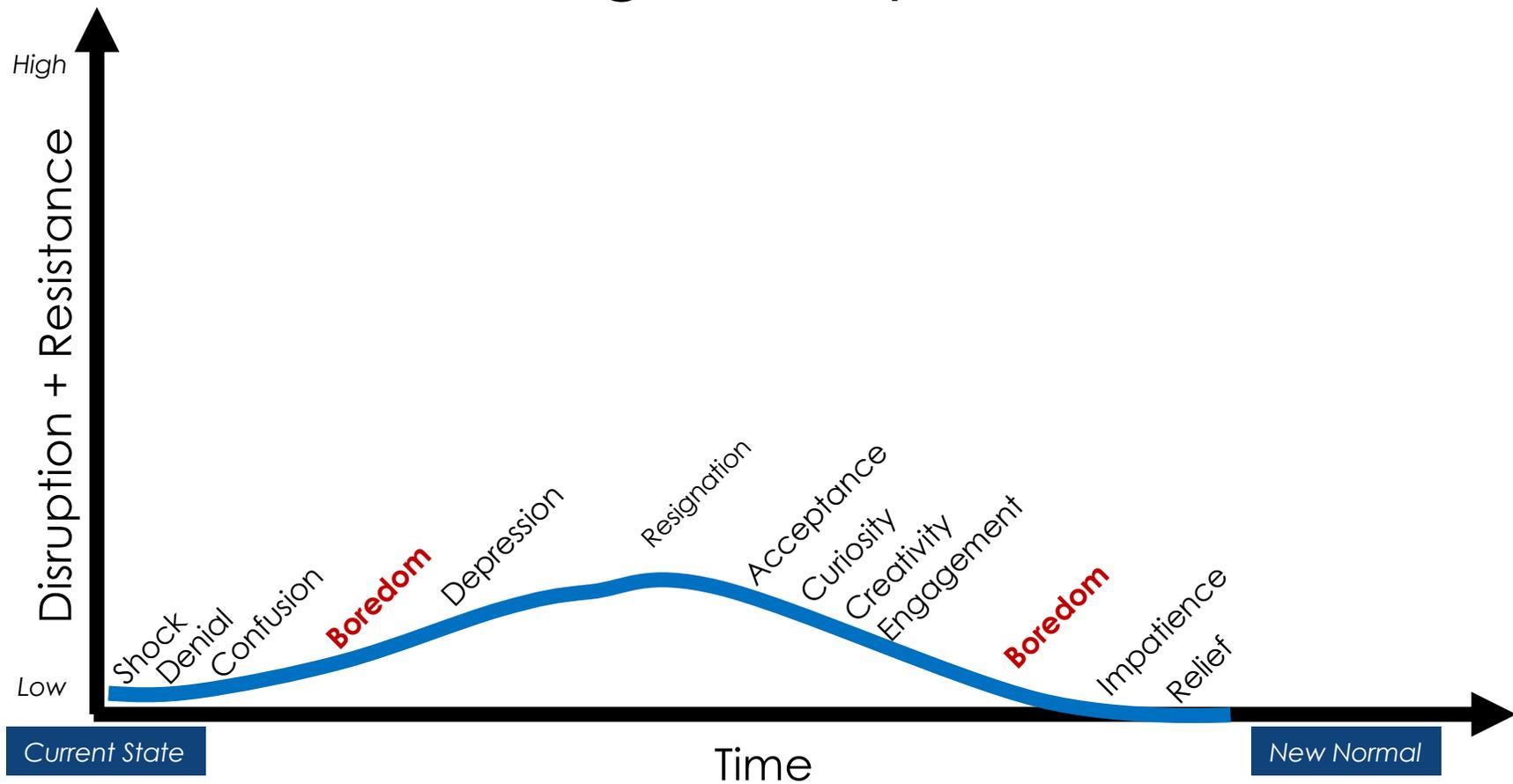
1. Change Journey Model: Long Intense Climb



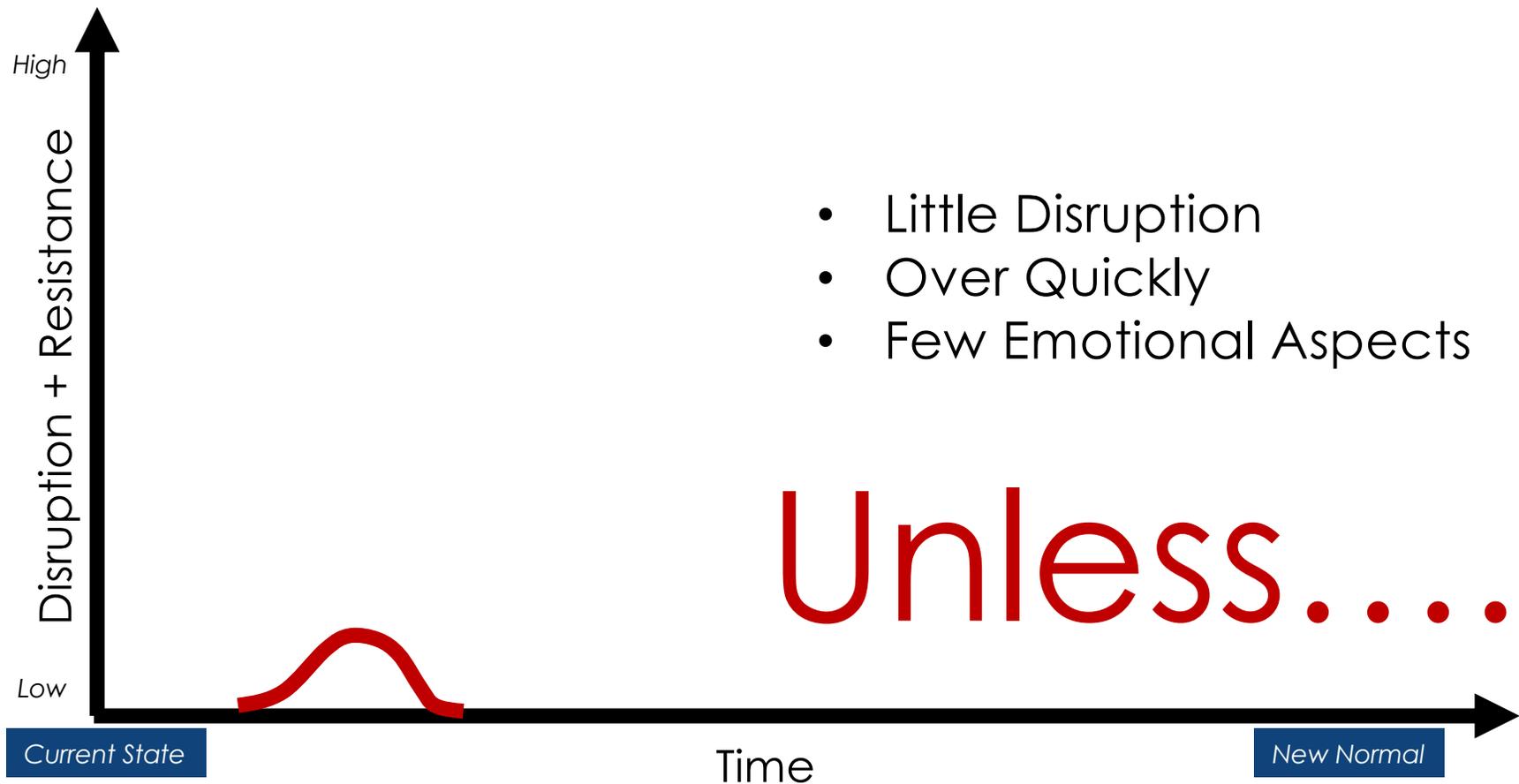
2. Change Journey Model: Quick Hike up a Steep Hill



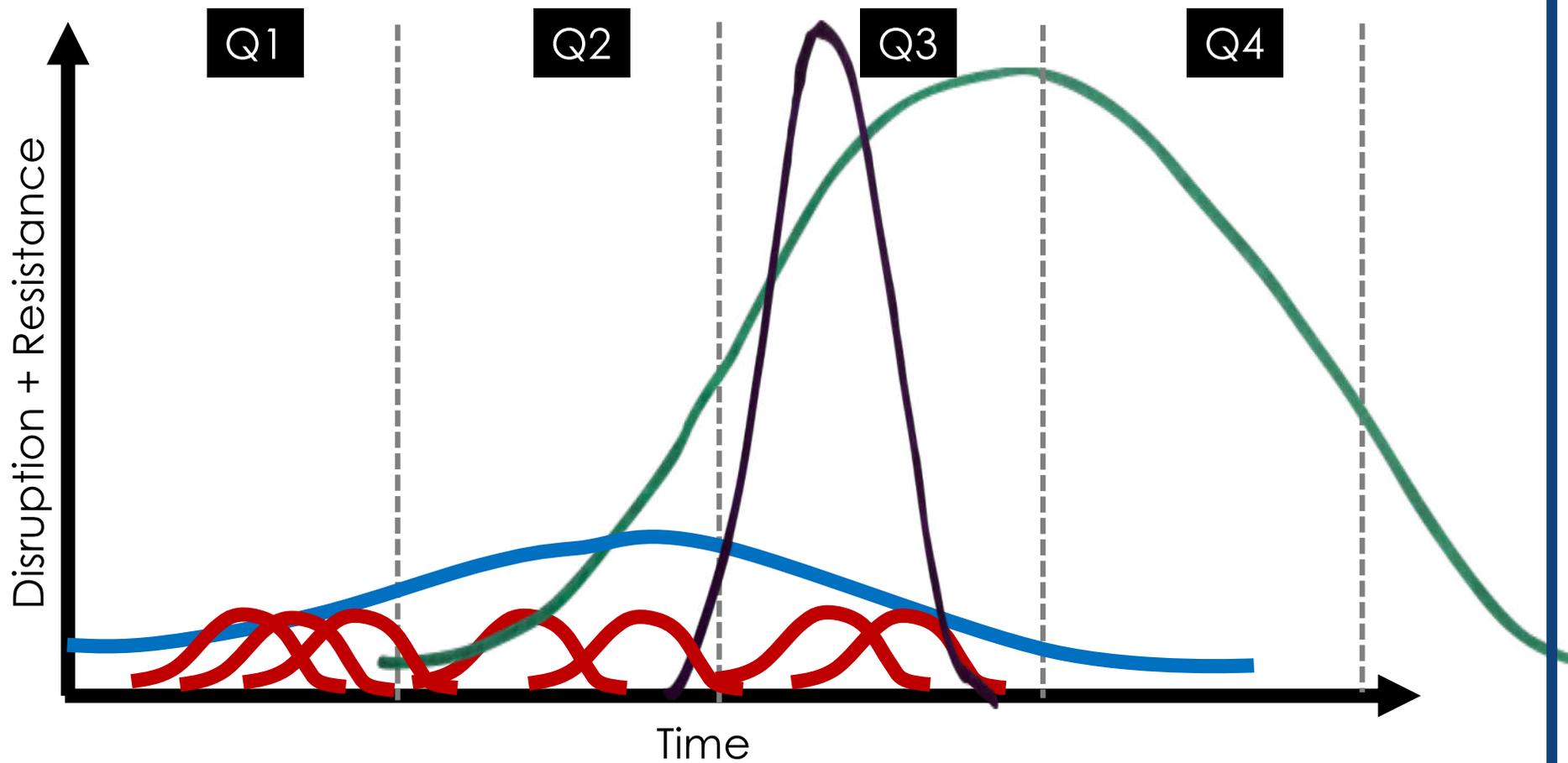
3. Change Journey Model: Long Steady Trek



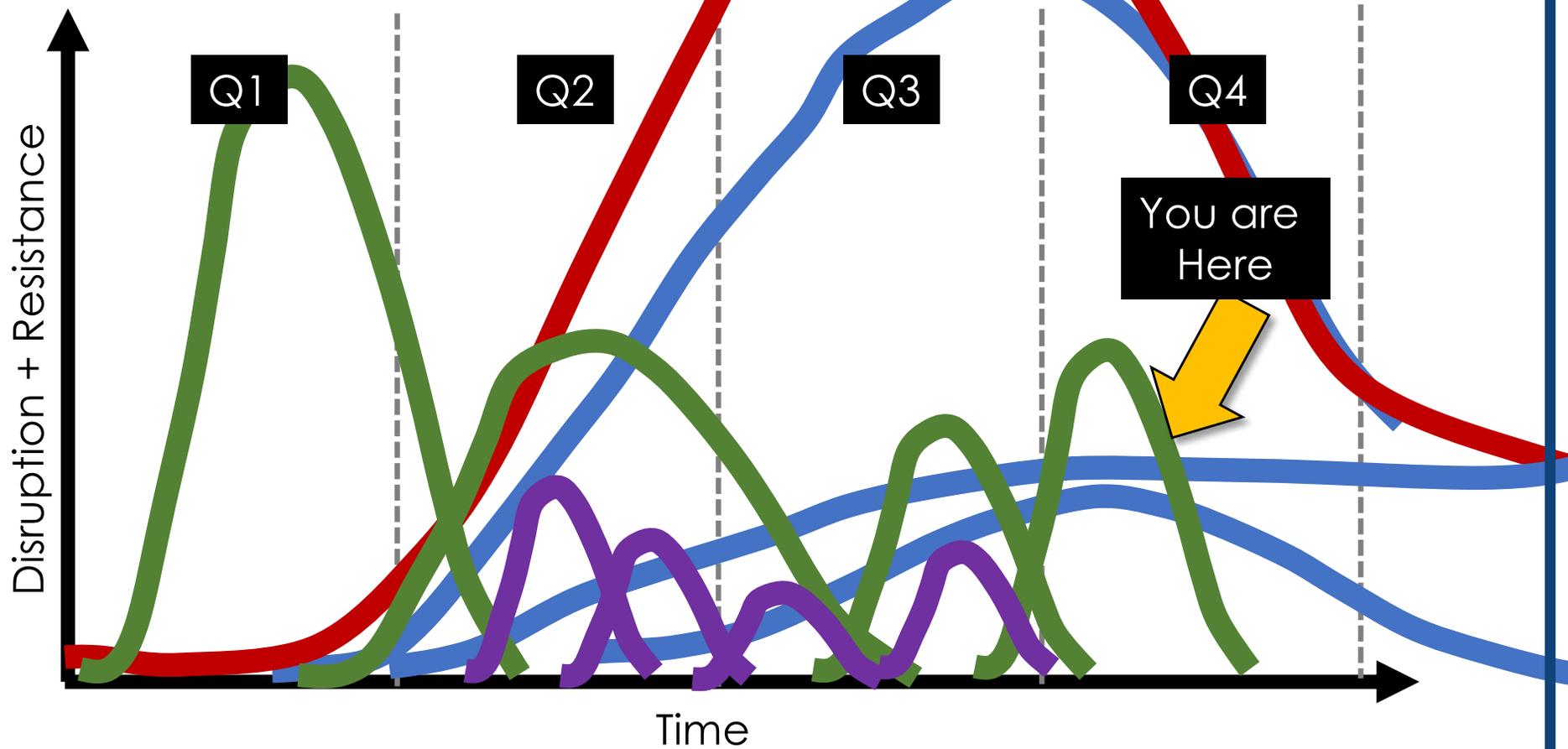
4. Change Journey Model: The Pebble on the Trail



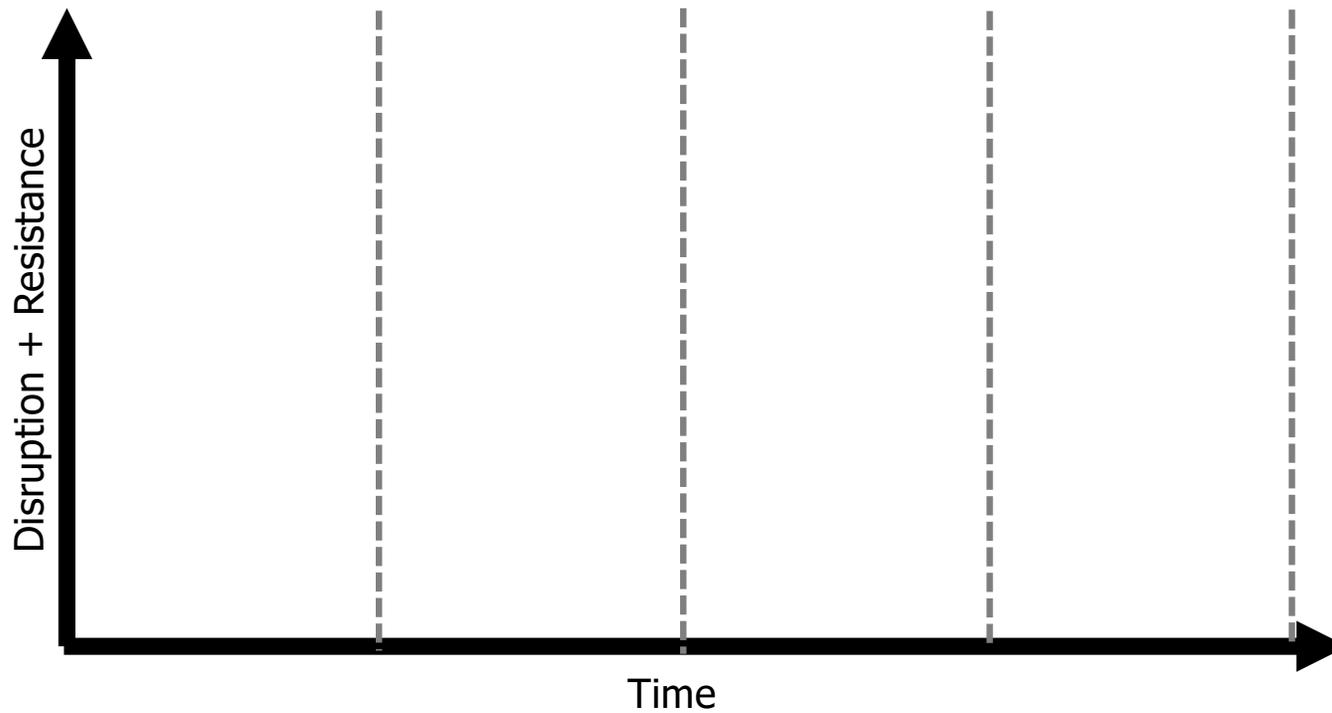
Change Fatigue: Change Adds Up



Change Fatigue: A Personal Perspective



Change Capacity: Change Adds Up



How would you use this tool with your organization?

Wrap up

As a leader –
you can be a catalyst
for positive change.



Wrap up

Change resistance
is natural. Expect it.



Wrap up

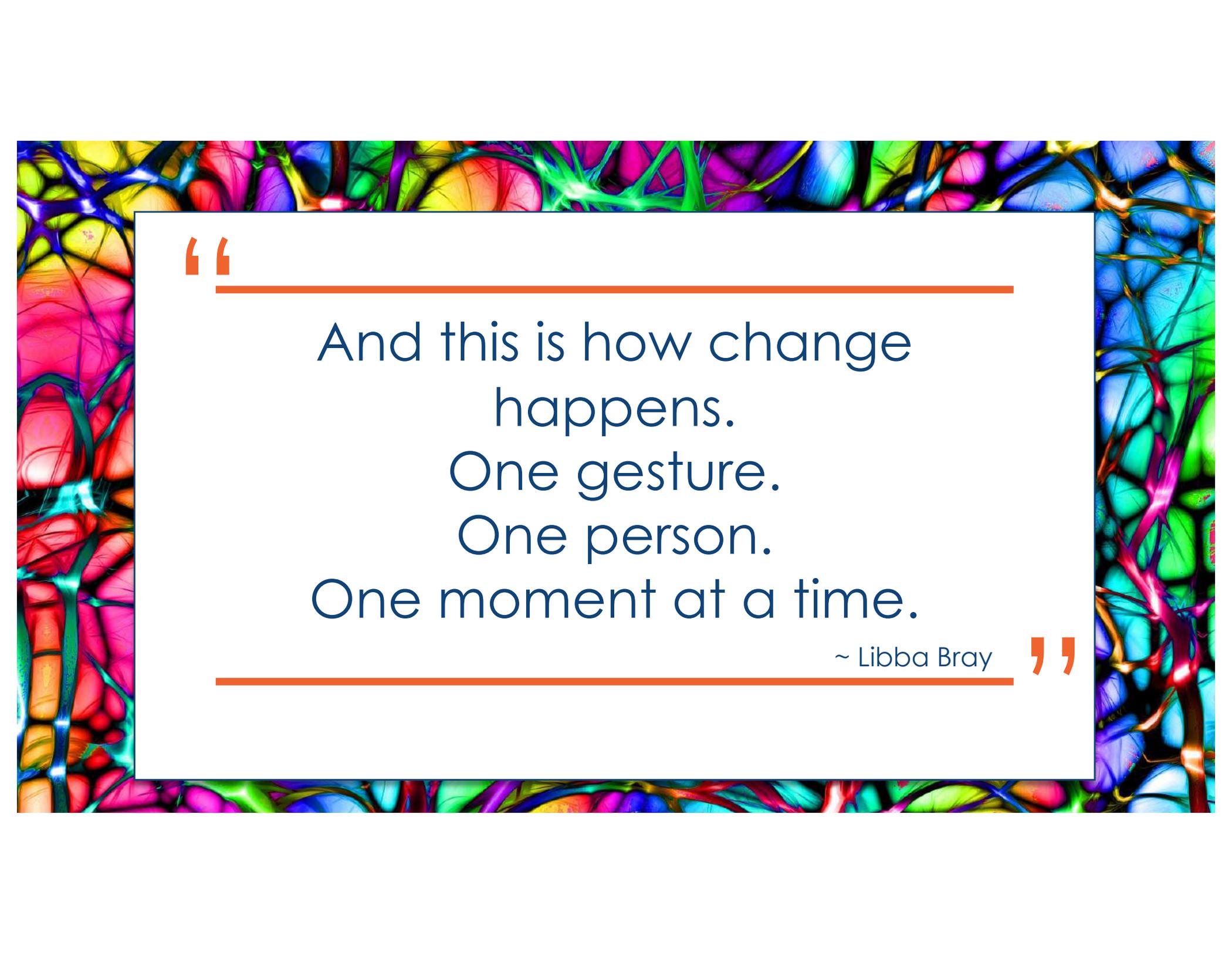
Celebrate the diversity
of change styles
on your teams



Wrap up

Honor the change journeys
of your team.





“

And this is how change
happens.
One gesture.
One person.
One moment at a time.

~ Libba Bray

”



Questions?



Thank You!

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