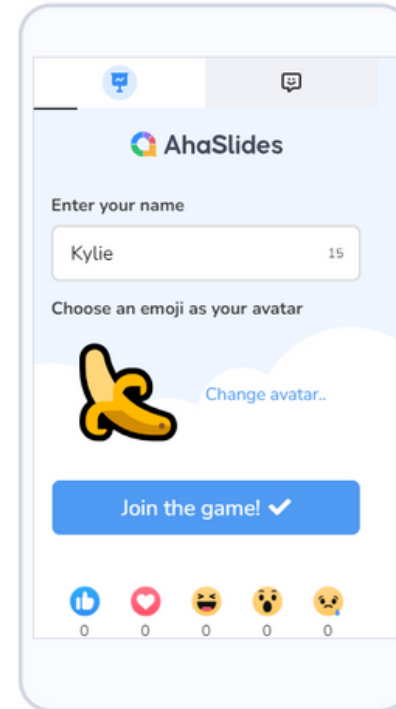


Welcome

- Test your settings - mic, camera (on if possible), mute
- Introduce yourself in the chat window: Name, why you're attending this session AND a song you've had on repeat recently.
- Interactive session: please have a mobile device or computer to access Aha Slides



Aha Slides



Kylie Morton
Head of Innovation & Capability



Michelle Holland
Founder and Director



Gabriela Vasconcelos
Marketing and Podcast Manager

REFRAME CHANGE



In one word....

Describe your feeling towards change



In one sentence....

**How do you currently feel about change
in your organisation?**

Change has become a 'business problem

Human Nature

Past Failures

Fear

Capability





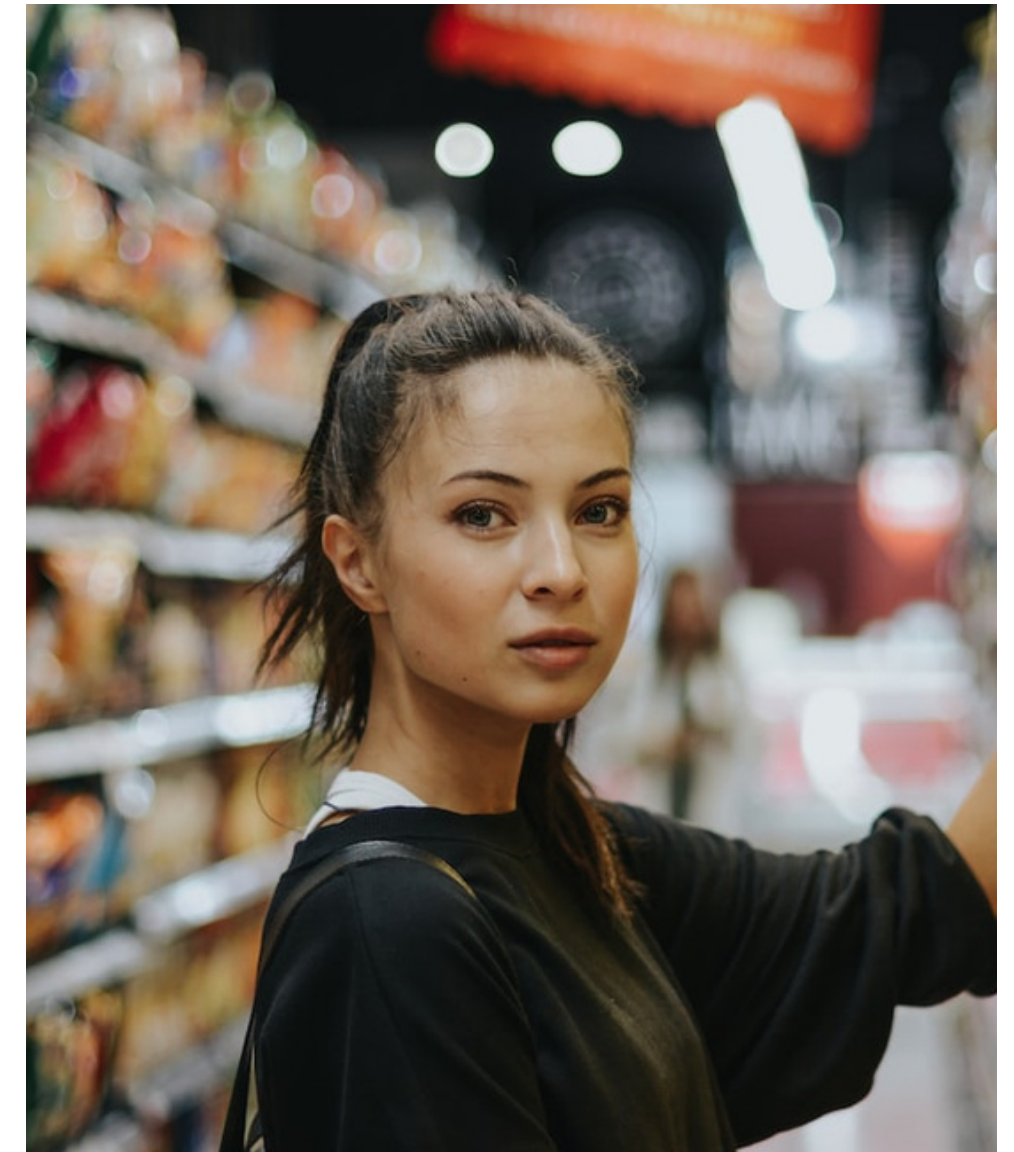
Digital and Integration

Tech moves fast and everyone's global now



Sustainability and Responsibility

The pressure is on to care more and waste less



Shifting Consumer Behaviours

Customers expect a focus on experience; high tech, with high touch

The Problem

We don't resist change, we resist how we do it

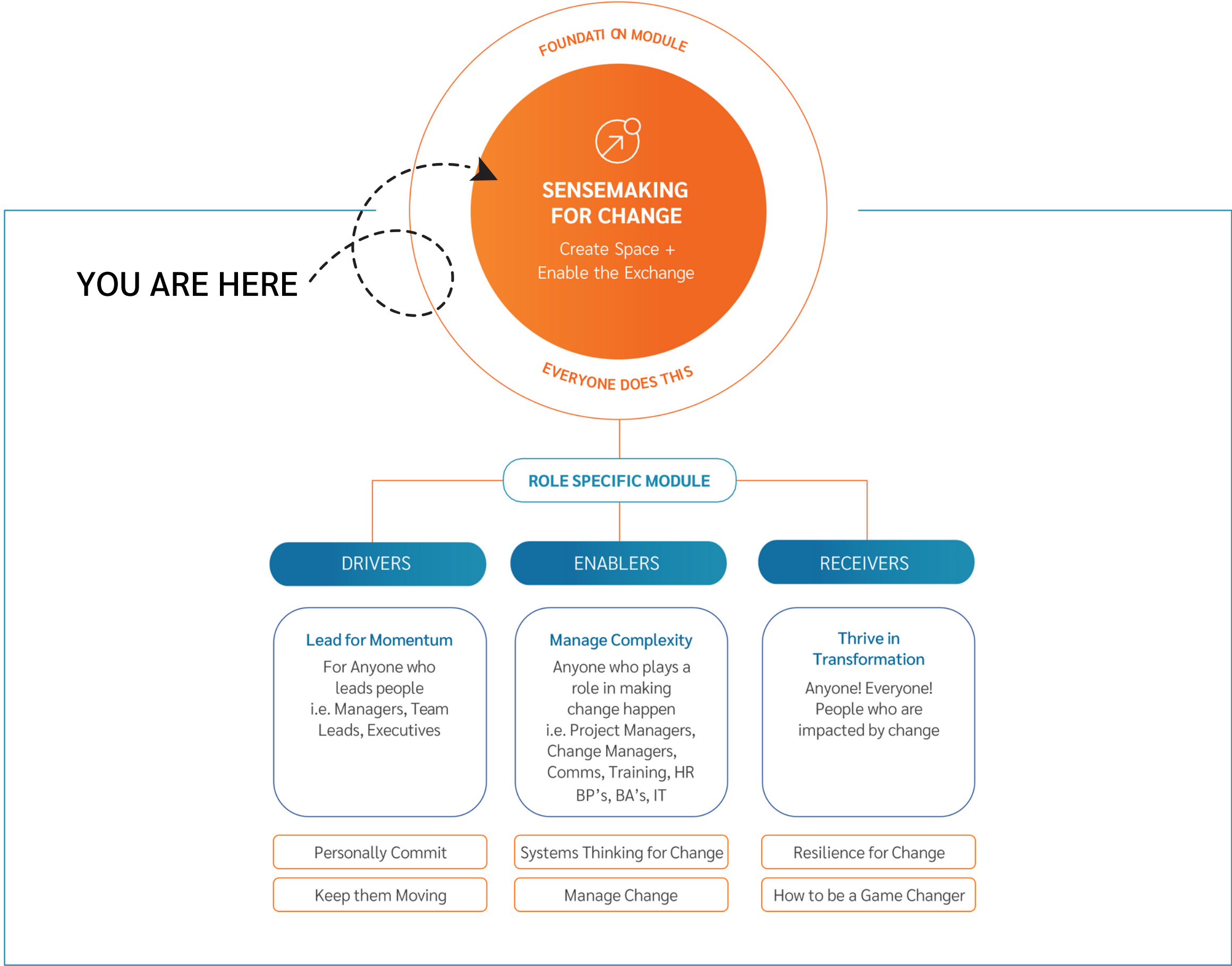


**Change is
complicated**

It's time to Reframe Change



Reframe Change





COME
TOGE
THER

Integrated Capability

Boosted Change Leadership

Leaders get the skills to support, inspire and guide their teams through change, creating a culture of trust, commitment and teamwork.

Smarter Change Management

Enablers become skilled at handling complex changes, making transitions smoother and improving the experience of change.

Employee Grit

Receivers become more resilient and ready to roll with changes, reducing stress and adding positivity to your organisation's success.

Sensemaking for Change

People need to make sense of change for themselves

- Facts alone don't create change.
- People need an opportunity to gather information, from a variety of sources, and understand what this means for them.
- Considering the mental models of our people allows us to plan for change and speed up adoption

Key concept

WHAT IS A MENTAL MODEL?

A set of beliefs about how things work in the real world.

What factors contribute to your mental model?



SENSEMAKING

“Organized, Sensible, Understood, and Reasonable
—this is the language that characterises the information
environment after good sensemaking has occurred”

KARL WEICK

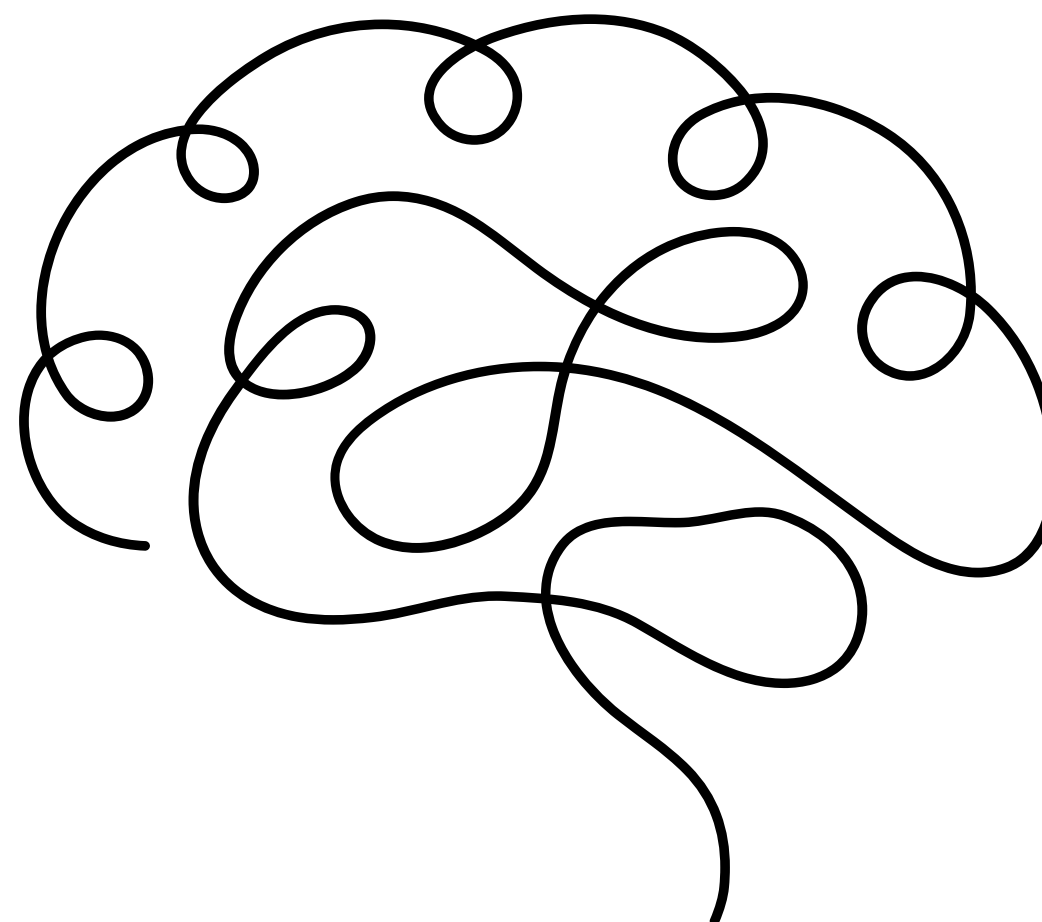
DAVE SNOWDEN

BRENDA DERVIN

GARY KLEIN

Reason 1
Reason 2
Fact 1
Fact ...

**Thinking
&
Feeling**



**Understanding
&
Insight**



Change

SENSEMAKING FOR CHANGE

For people to make sense of change, we need make it OK to think, feel share and gather information.

We need to Create Space for the human response to change and Enable the Exchange of information.



Module 1: Create Space



We'll cover:

01

The Brain and Change

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02

Biology in Action

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03

How to Create Space

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THE BRAIN AND CHANGE

One of the most complex things in the known universe, the brain is resource hungry and loves the familiar and routine.



- The brain has two parts; one that handles basic survival and one that handles complex thinking
- It is made up of neural pathways, which are formed when brain chemicals flow
- These chemicals determine how we feel about what we think or do.
- We are always seeking rewards and avoiding pain based on past experiences – these become superhighways

**Pathways are
formed and
reinforced when
brain chemicals flow**

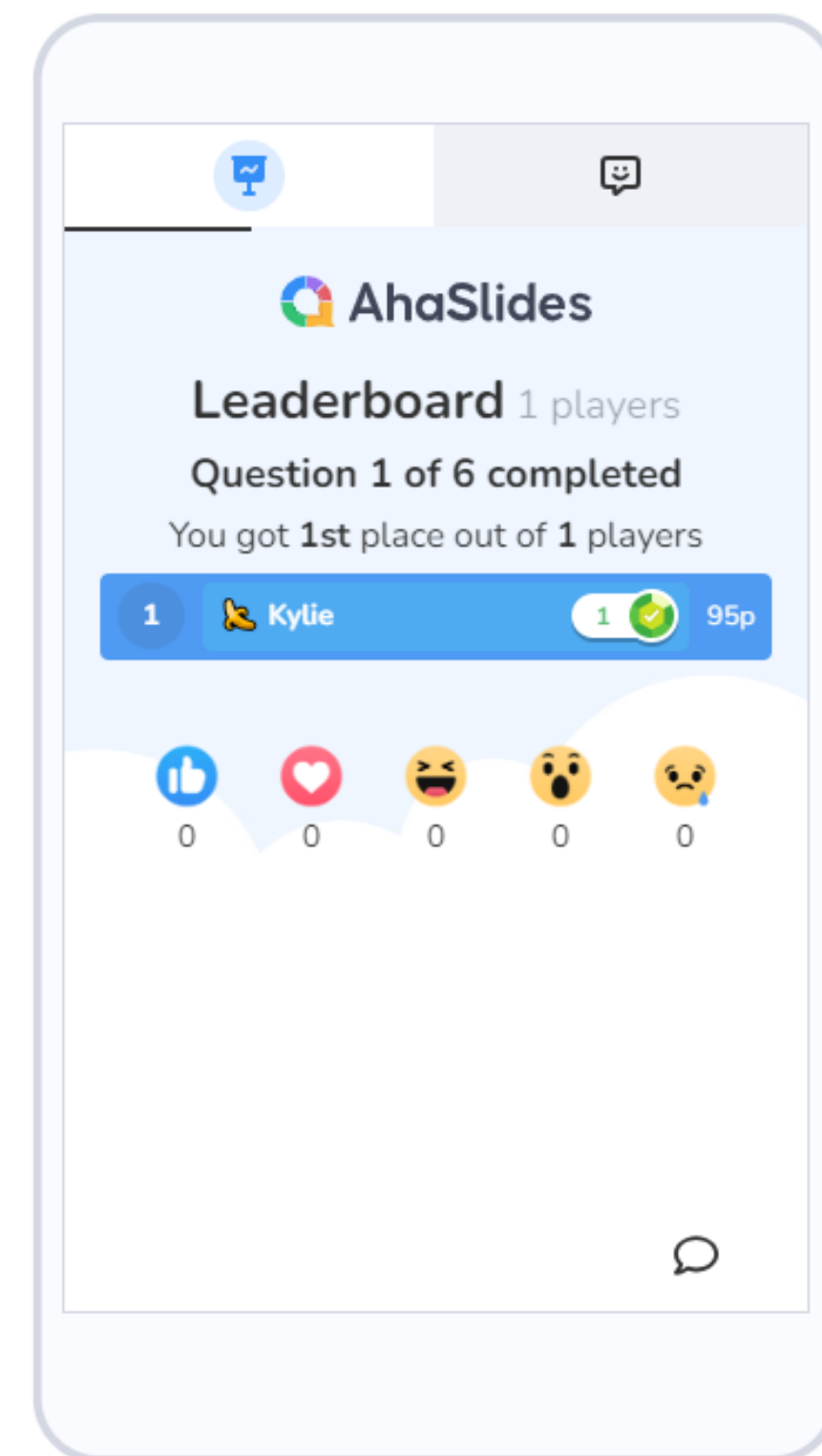


QUIZ

How you feel is largely a chemical experience.



Do you know what chemicals influence our behaviour?



During change, the amygdala raises the alarm

Change triggers a stress response



Because there is no existing neural pathway or there is the potential for a perceived threat.

Stress hormones are released, readying us to respond.

This can make us feel stressed or anxious, even if the change is good.

Then, the prefrontal cortex steps in...

..after the initial reaction, to help us think logically and manage our emotions.

We seek information and support so we can make sense of change.





BUT, when change....

- impacts my status
- creates uncertainty
- challenges my sense of control
- shakes up my relationships
- seems unfair; and or
- I feel embarrassed or ashamed by my response

..... my prefrontal cortex doesn't switch on

Individual Triggers

There has been an organisational restructure, one of the managers has a new team but has also been demoted from her more senior role. What could be a trigger for her?



Break Out - 5 Minutes

S

Status

Sense of self worth in relation to other people.

Am I still of value after this change?

C

Certainty

Sense of what the future hold for ourselves and the people in our team

What will happen next?

A

Autonomy

Sense of control over our work and our lives.

What do I have control of now?

R

Relatedness

Sense of safety and comfort with others.

Where do I fit in?

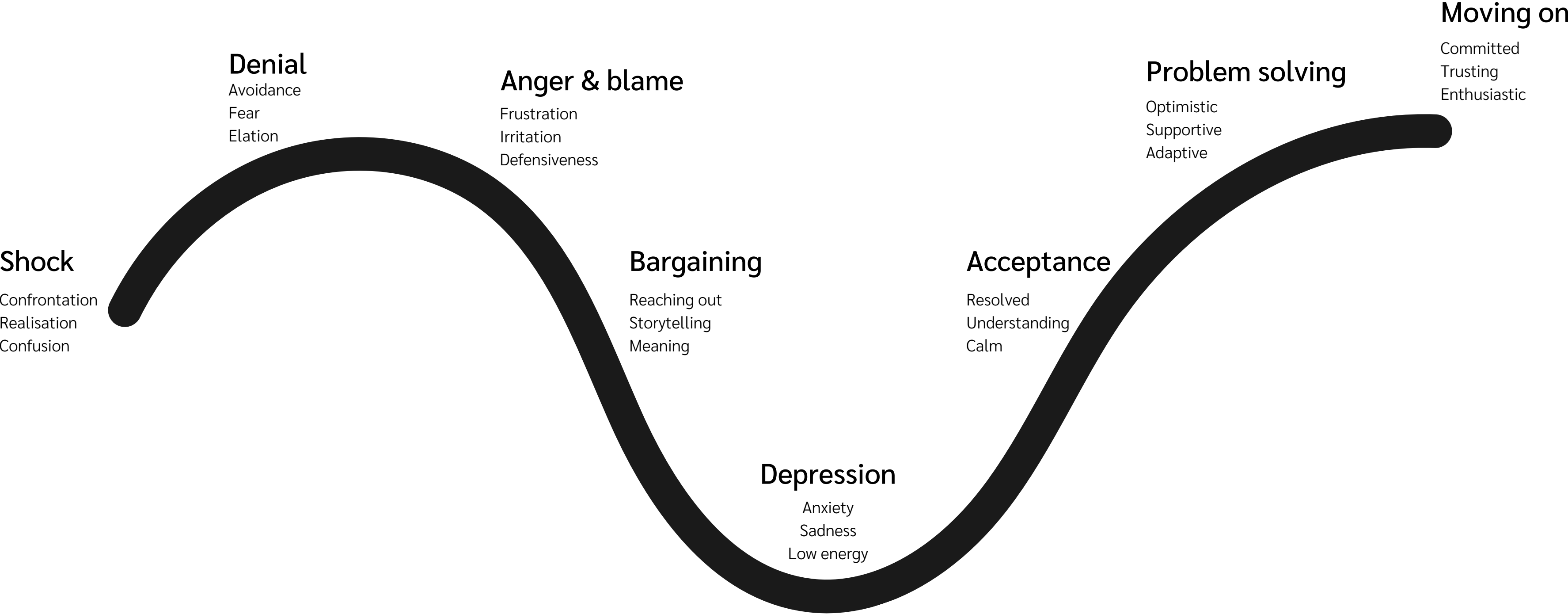
F

Fairness

Sense of what's impartial and just.

Is this fair for me and others?

Change: an emotional rollercoaster

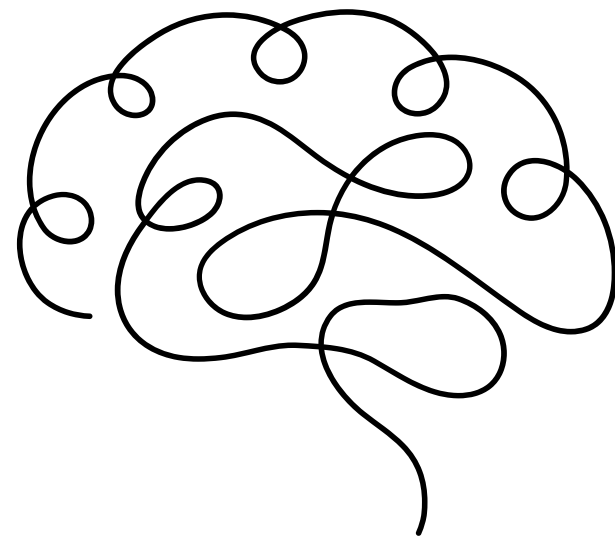


**Your brain sees change as an error or threat,
treating it as guilty until proven innocent**

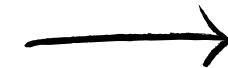
Take a break



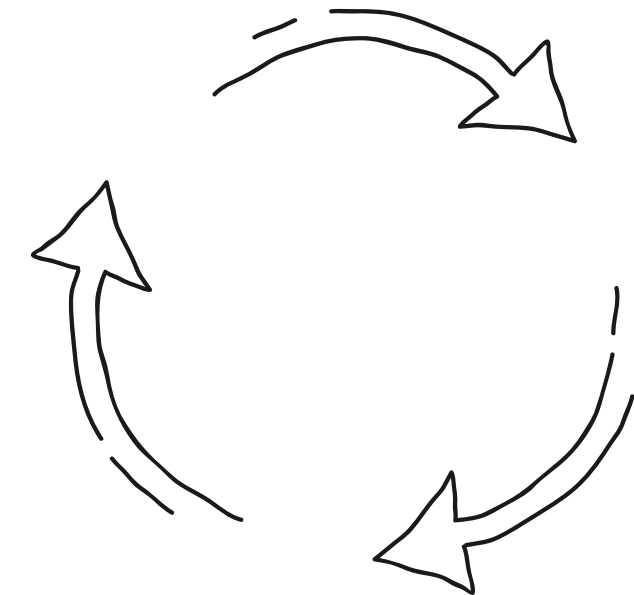
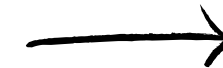
THE CHANGE REACTION



When faced with change, our brain triggers a stress response.



If we're not able to make sense of change, stress hormones remain in our bodies.



Which reinforces a neural pathway telling us that change is a negative experience.

Reset the organisational experience of change

Get positive brain chemicals flowing to combat
the Change Reaction



**Change Management is more than
communication and training.**

**It's about intentionally creating the
conditions that allows the pre-frontal cortex
to engage, creating space for people make
sense of change.**



Dopamine

The ‘Heck Yeah!’ Hormone



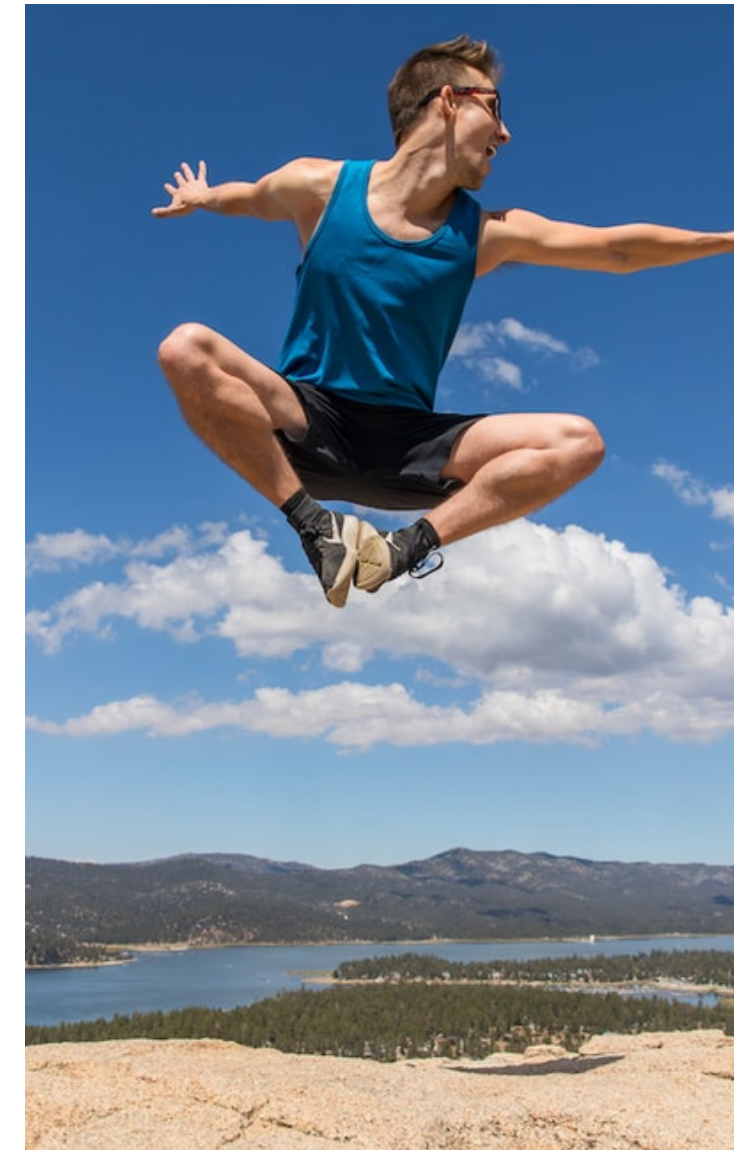
Oxytocin

The “Can We Cuddle?” Hormone



Serotonin

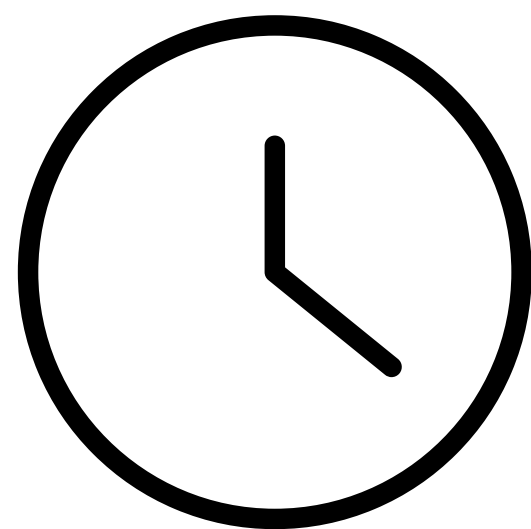
The “I Have Enough” Hormone



Endorphins

The “Pain killer” Hormone

PRACTICE



10 Minutes

+

Group Share

Create a Change Plan for Humans

Your team is relocating to a new office in 6 weeks. Your current office is in the outer suburbs, and has been the head office for the last 12 years, but the new office is located in the CBD.

The new office is more modern and has better facilities, but for some people it will be a longer commute.

What activities could you plan to deliberately release positive brain chemicals before, during and after the move?

List the activity, when you'd carry it out and the chemical you think it might release.



Dopamine

Set short, medium and long term goals, recognising success along the way

Create opportunities for people to help others, such as volunteering



Oxytocin

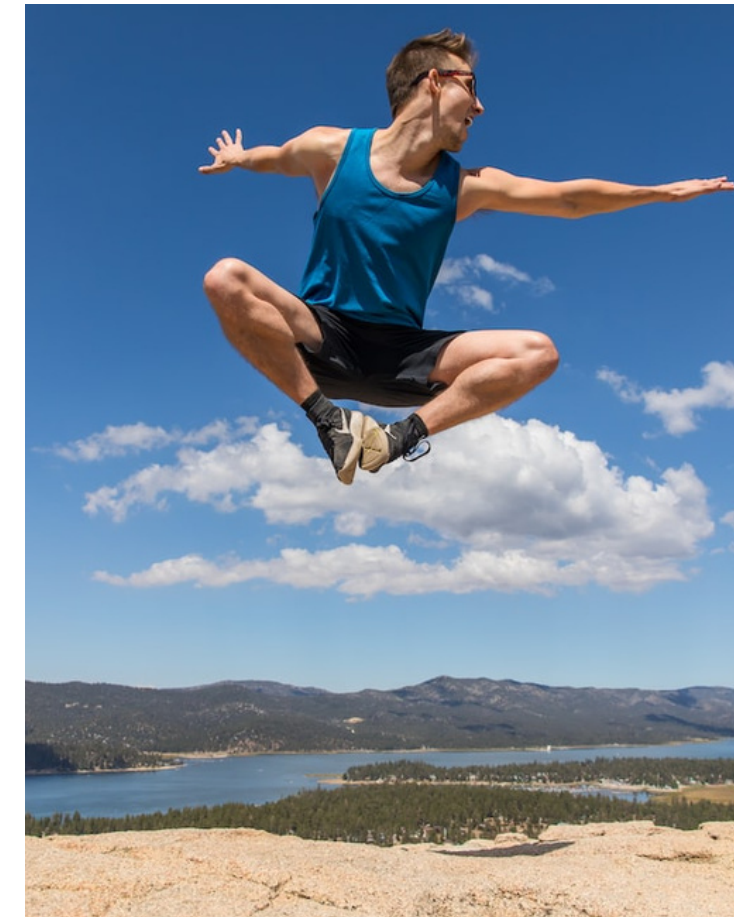
Include multiple opportunities to build trust and nurture relationships such as virtual/ in person informal get together; eye connection and voice interaction



Serotonin

Involve people and ensure they know what their roles and responsibilities are

Share the vision and the plan to create confidence



Endorphins

Don't get too serious - find things to laugh about

Consider including desk yoga or walking meetings

KEY TAKEAWAYS

Page 031

01

How you feel is largely a chemical response.

02

Change is for humans, not projects.
We manage change to give people the opportunity to make sense of change for themselves.

03

Our reactions are normal biological responses designed to keep us safe.
We are hardwired to seek reward and avoid pain

04

A DOSE of positive brain chemicals can, over time, reset the organisational experience of change.

BIOLOGY IN ACTION

Do you know how to spot reactions to change?



- 'Shock' and 'Denial' can look different between individuals
- Stress gets a bad rap
- Fatigue isn't resistance
- Coping isn't a straight line



Stress shows up differently

Do you know the different types of stress response?





Types of Stress Response

Flight or Flight

Our heart rates and blood pressure go up, we breathe faster, our palms get sweaty, and we send more energy to our brains and muscles (and away from our guts) to be able to either fight or run away.

Freeze

This is the most basic and evolutionarily conserved stress response. If we can't escape from a threat, we may become immobile, withdraw, dissociate, or faint.

Tend & Befriend

This is the most advanced response and involves connecting with others in times of possible danger. This can look like a parent putting themselves at risk to help their child (tend), or making new alliances against a common threat (befriend).

**Running in high gear can be useful, but staying
there wears down your engine**

Stress vs Fatigue

Fatigue sets in when:

Change doesn't make sense
There is no end in sight
There isn't enough support

The Exhausted Majority

Fatigue isn't resistance



What else might be happening?

a word on ‘corporate trauma’

A dysfunctional change in the behavioural patterns that exist at the organisational level. (Hopper, 2012)

Trauma can come from a single event or the cumulative effect of multiple stressors, and is a psychological wound that you sustain.

Trauma is caused by the experience, not the event, and can hurt later in life as much as it did when it was incurred as it behaves like a physical wound.

If it's touched, we get triggered like its an unhealed wound.

KEY TAKEAWAYS

Page 045

01

Change reactions can look different in people. Learning how to spot your own stress response is a great start to seeing it in others.

02

Stress can be useful, but prolonged or toxic stress is harmful

03

A reaction you observe might be more than just the change at hand. What else might be happening?

04

Corporate Trauma or negative past experiences of change can intensify reactions.

HOW TO CREATE SPACE

Practical ways to help switch on the pre-frontal cortex.



- start by normalising reactions to change.
- biology isn't a choice
- These chemicals determine how we feel about what we think or do.
- We are always seeking rewards and avoiding pain based on past experiences – these become superhighways

Reflect and discuss

- How do you prefer to hear about change? 1:1 or in a team environment?
- What concerns are front of mind for you when you hear about change?
- When you're worried or upset, what do you want to hear from your leader?



Create Space Basics

- Prioritise 1:1 meetings
- Find out how the team are feeling - build a regular check in into your team meetings
- Allow time for people to think and feel
- Build in recovery through away days or social activities (DOSE)



Listening, not solving

Acknowledge

- This must be really difficult
- I know it's disappointing
- It's ok that you feel that way
- Take the time you need to think things through

Ask

- How can I support you?
- What could I do that might be helpful?
- What do you need right now?
- What answers do you need?





Supportive colleagues

1. Let them know they're there
2. Find a suitable time and place to talk
3. Ask questions about their experience
4. Respond to their situation with compassion and neutrality
5. Repeat back what they hear to show they've understood
6. Avoid expressing judgment
7. Guide them to helpful resources

Create space for yourself

- Identify your best time to think
- Find the “space” that works for you
- Pay attention to your own reactions and share them with your team
- Create a Question and ‘I statement’ Library



KEY TAKEAWAYS

Page 052

01

Prioritise 1:1's - they're the best opportunity to share how you feel about your reactions

02

Don't rush it.

03

Seek and offer support, without judgement

04

Find what works for you

Module 2: Enable Exchange



We'll cover:

01

Exchange and the sensemaking process

How humans shift from reacting to understanding

02

Building an Exchange Network

How to identify relationships that enable the exchange and invest in the change bank

03

Communication for Change

How to reduce misinformation and address concerns

THE EXCHANGE AND SENSE MAKING

Humans rely on each other to help them make sense of change.



- Humans are highly adaptable, the way we learn sets us apart.
- Gossip plays an important role in the sensemaking process.
- When the exchange of information between people adds uncertainty, it holds up change.
- negative experiences during the exchange can usually be attributed to three main factors.

MYTH BUSTING

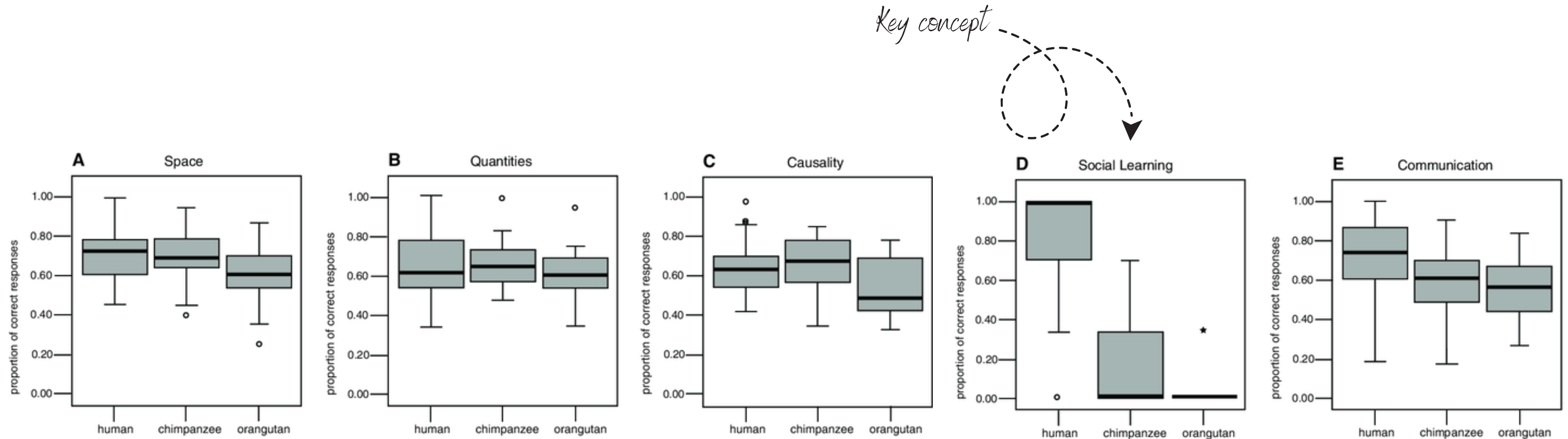
‘How strange that the nature of life is change, yet the nature of human beings is to resist it’

Elizabeth Lesser

What changes have we adapted to quickly?



The way we learn gives us a clue



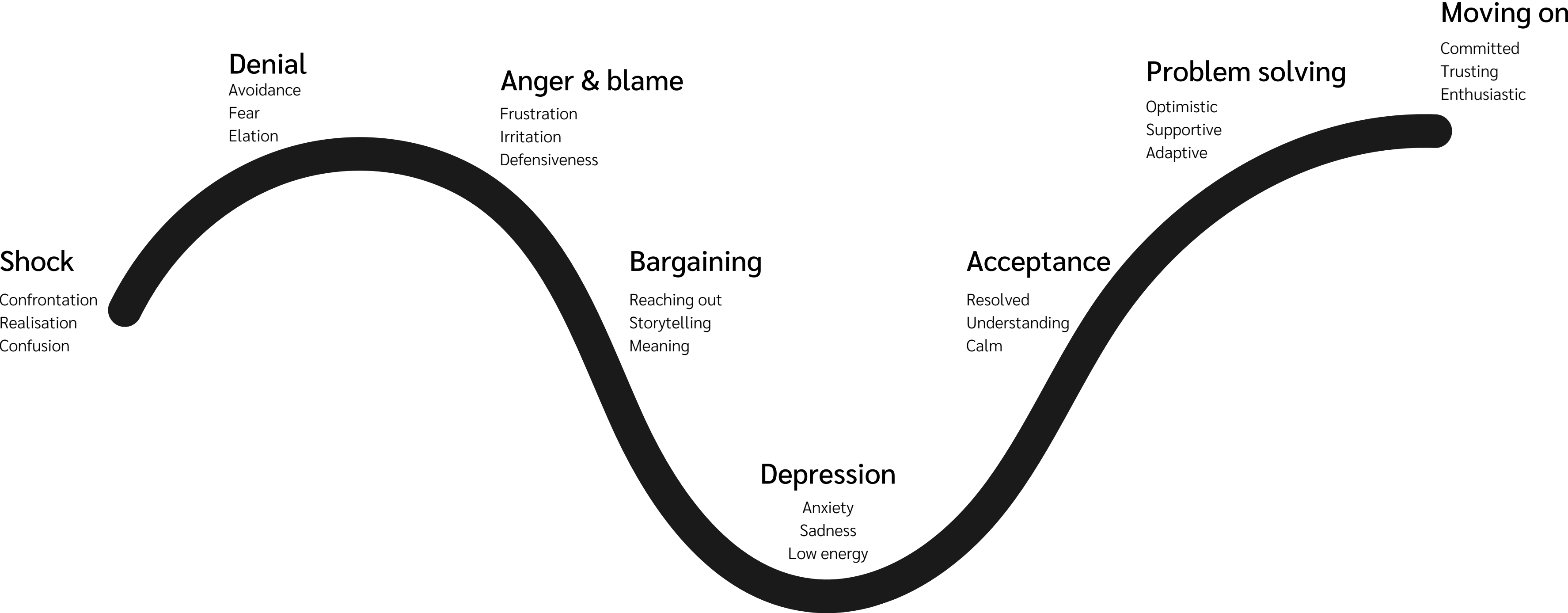
"Social cognition skills are critical for learning," Herrmann said. The children were much better than the apes in understanding nonverbal communications, imitating another's solution to a problem and understanding the intentions of others,"

SOCIAL LEARNING FACILITATES SENSEMAKING



**Change happens one mental model at a
time until you reach a committed majority**

Where does the social learning begin?



Rebranding Gossip

In a typical day, humans speak about 16,000 words and at least 65% of these conversations involve discussing “social topics.”

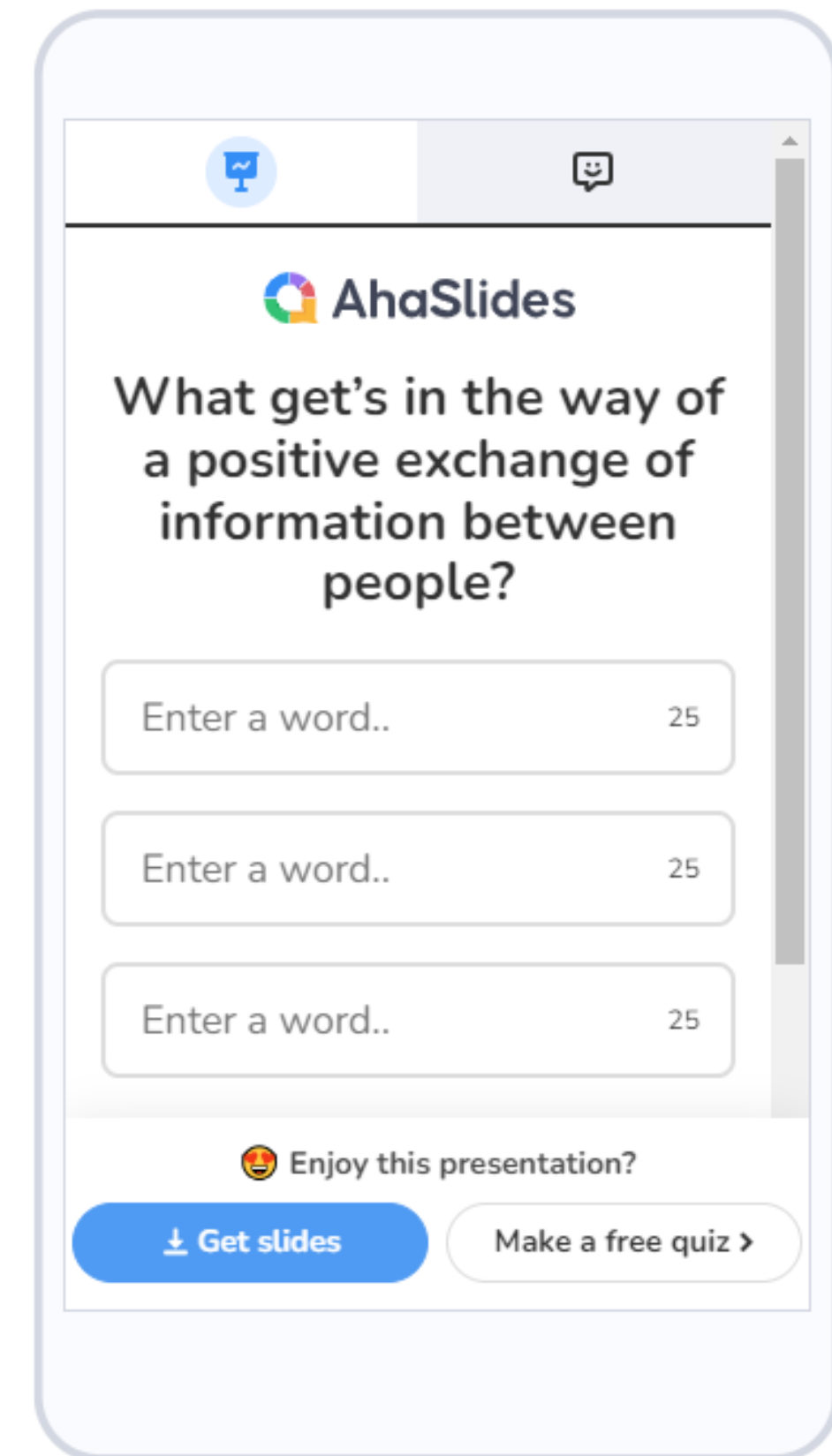
Gossip may aid in reducing uncertainty by providing an efficient way to quickly disseminate knowledge via vicarious (social) learning

Gossip drives vicarious learning and facilitates social connection
Jolly, Eshin et al.
Current Biology, Volume 31, Issue 12, 2539 - 2549.e6



Making the exchange of information a positive experience speeds up the sensemaking process

What get's in the way of a positive exchange of information between people?

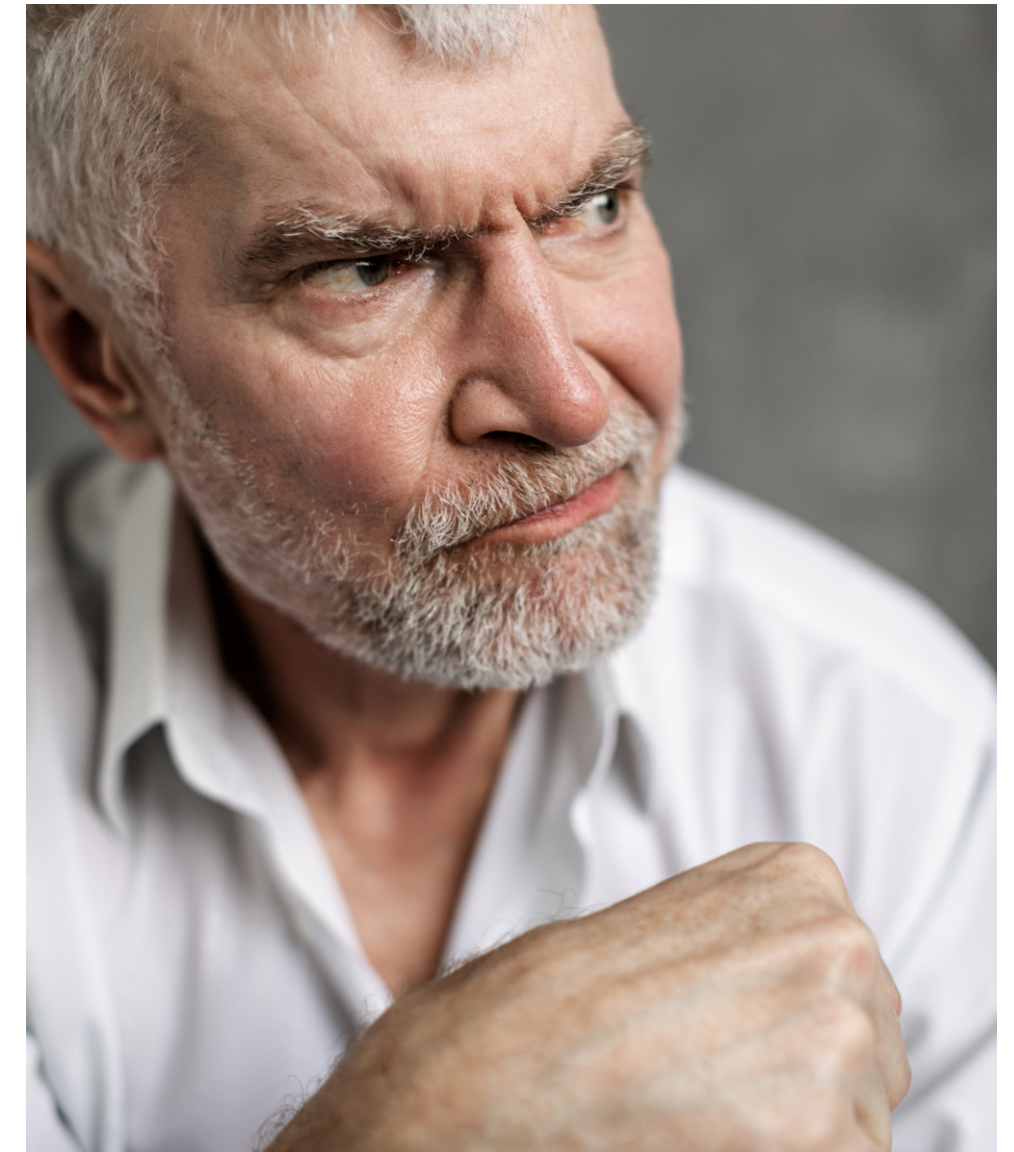




Poor Relationships



**A Lack of
Information**



**Unaddressed
Concerns**

KEY TAKEAWAYS

Page 066

01

Humans are really adaptable. We change when it makes sense to do so.

02

Our primary source of information is each other.

03

Positive interactions during the exchange can speed up change.

04

Poor relationships, and poor communication is the primary source of a negative exchange experience.

BUILDING AN EXCHANGE NETWORK

Poor relationships get in the way of change. A productive exchange network is the key to minimising misinformation and speeding up the sensemaking process.



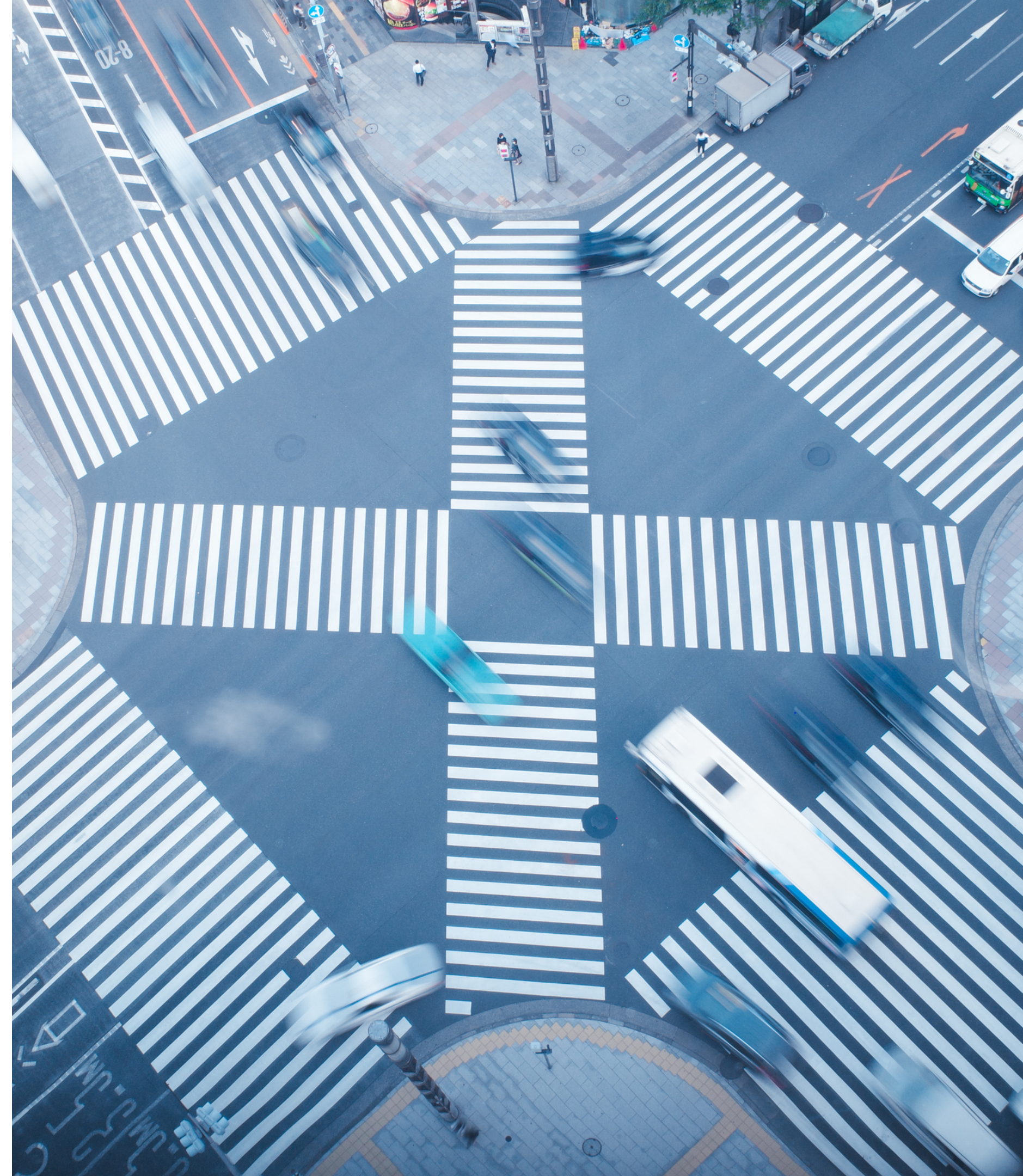
- Good relationships start with valuing an understanding each other's mental models.
- knowing who holds information, what information they hold and what perspective they offer is crucial.
- Investing in your relationships makes change easier, faster and more enjoyable.
- Sharing and hearing perspectives requires skills and commitment

Misunderstanding and miscommunication is the cause of most conflict in the workplace.

Often, the conflict gets expressed as a difference of opinion.

Share your Street Corner

- We each see things from a different street corner. None of us are wrong, but neither are we able to describe the full picture
- Mental models remind us that each person may have a different perspective to offer and may be interpreting a change differently.





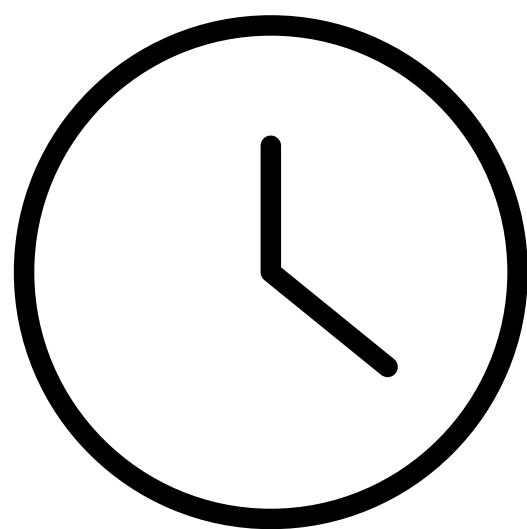
Invest in the change bank

Build a network around your people that is positive, informative and collaborative

Be proactive: don't wait for a pinch to strengthen relationships

Speed up change by making sure you and your team know who to go to

PRACTICE



10 Minutes

+

Group Share

Map your Exchange Network

1. Using your worksheet, list at least three individuals or teams that you rely on or that rely on you for information.
2. Consider the current strength of the relationship - is it Good, Mixed or Poor?
3. Then, consider how well you know each other's work - is it Strong, Working or Lacking?
4. How do you currently connect with each other?
5. What opportunities are there to improve or maintain the strength of the relationship?

Our Exchange Network



Individual / Group Name	Relies on Us	We rely on them	Strength of the relationship	Understanding of each other's work	Ways we connect	Opportunities/Actions to build
Procurement Team	Yes	Yes	Poor	Working	Ad Hoc	Offer to bring teams together to discuss improvement opportunities
IT Helpdesk	-	Yes	Mixed	Lacking	Ad Hoc	Ask IT Team Leader to walk my team through 'Day in the Life'
Communications Team	-	Yes	Poor	Lacking	Ad Hoc	<ul style="list-style-type: none">• Connect with Team Manager and identify regular opportunities to connect.• Invite Comms coordinator to attend our weekly meeting
GM Exec Assistant	-	-	Good	Strong	Ad Hoc, weekly touch base	
Program Manager	Yes	Yes	Good	Strong	Sialy Stand-up	



A Street Corner Mindset

We need the right people in the room

Ask “do we have who we need?” and postpone if you don’t.

A perspective doesn’t need to be correct

There’s no right or wrong, only perspective

Everyone is an expert

Treat people as experts in their own experience

Each perspective is valuable

When perspectives are shared, they can be used to build new ideas and solutions

My perspective isn’t enough

Be humble, you only hold one piece of every puzzle

KEY TAKEAWAYS

Page 074

01

Miscommunication slows down the sensemaking process and creates confusion

02

Good working relationships are an investment in the change bank. Don't wait for a pinch

03

Understanding the mental models of others (their perspective) helps us make sense of change for ourselves.

04

A mindset that sees value the exchange process increases collaboration, creates positive experiences and speeds up change

COMMUNICATE FOR CHANGE

It's not enough to bring people together. We also need communication skills that help us clearly convey information and address concerns.



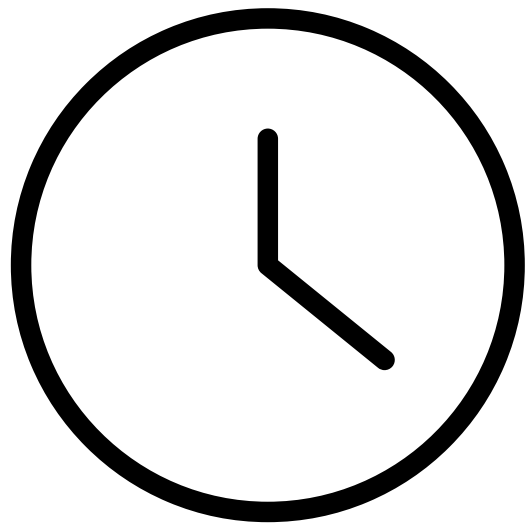
- Clear and meaningful communication is crucial for sensemaking.
- Leverage technology to help you communicate.
- There are things you can say, when you don't know what to say.
- Careful questioning can help when you need clarity

‘Corporate Spin’ has most of us turning in circles

“Let’s move the needle on getting our ducks in a row so that we can find some low hanging fruit and drill down on deliverables that leverage best practices..... should we take it offline?”



PRACTICE



2 Minutes
Screen Share

ChatGPT for Change

- “Let’s move the needle on getting our ducks in a row so that we can find some low hanging fruit and drill down on deliverables that leverage best practices..... should we take it offline?”
- “Increased efficiency to support growth”
- “Growth through M&A”

BUT, when change.... try asking:

- impacts my **status**
 - creates **uncertainty**
 - challenges my sense of **control**
 - shakes up my **relationships**
 - seems **unfair**; and or
 - I feel **ashamed** by my response
- How does this affect my position in the team/organisation?
 - I'm not clear on x, can you provide more detail about y?
 - Will this change how I make decisions in the future?
 - How will this impact the relationships I have right now?
 - Can you tell me what was considered when making this decision?
 - I'm reacting strongly/unexpectedly. I need some time to gather my thoughts before I come back to you. Is that ok?

S

C

A

R

F

Status

Certainty

Autonomy

Relatedness

Fairness



When you need more clarity

How to ask for more information

- I'm curious and I want some clarity on X.
 - Could you share what led to this conclusion to help me understand your perspective?
 - Why is this important to you?
 - What would you like to happen next?
-

How to ask for data and facts

- I'd like to see the data to understand . . .
 - Could you point to a specific example or occasion?
-

How to work towards mutual understanding

- Let's clarify expectations so we can get on the same page.
- I hear your concerns on X. Perhaps we could find a compromise with Y?
- Was that helpful?
- Have your concerns been addressed?



What to say when you don't know what to say

When you don't know

- Let me come back to you about that
- I'd like to think more about that
- Great question, which we will answer soon

When you can't say

- I don't have an answer now. I can explain the timeframes and when we can answer this questions
- This is a question we are still discussing
- I'll convey your questions/feedback and will provide more updates as they become available

KEY TAKEAWAYS

Page 081

01

When communicating with others, keep it simple. If you don't understand the spin, find a way to translate.

02

Change triggers are not always obvious.

03

It's ok to ask for more information, it's how you make sense of change.

04

Don't be afraid to not have all the answers.

Let's bring it all together

DRIVERS

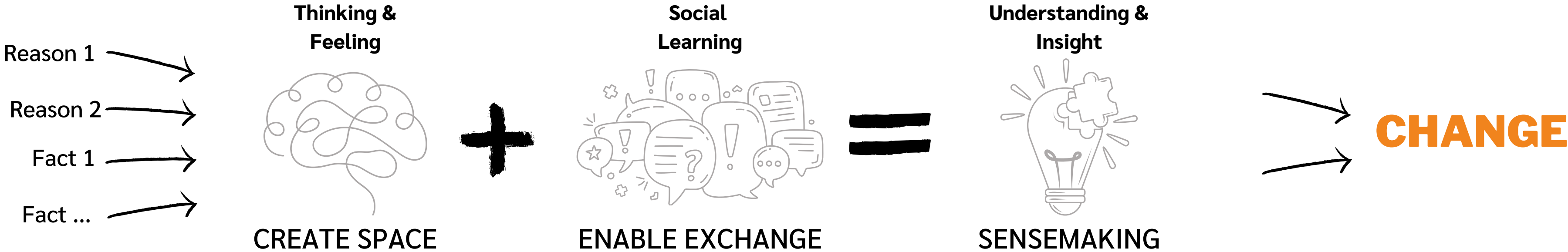
normalise reactions, foster relationships between teams, and support people as they make sense.

ENABLERS

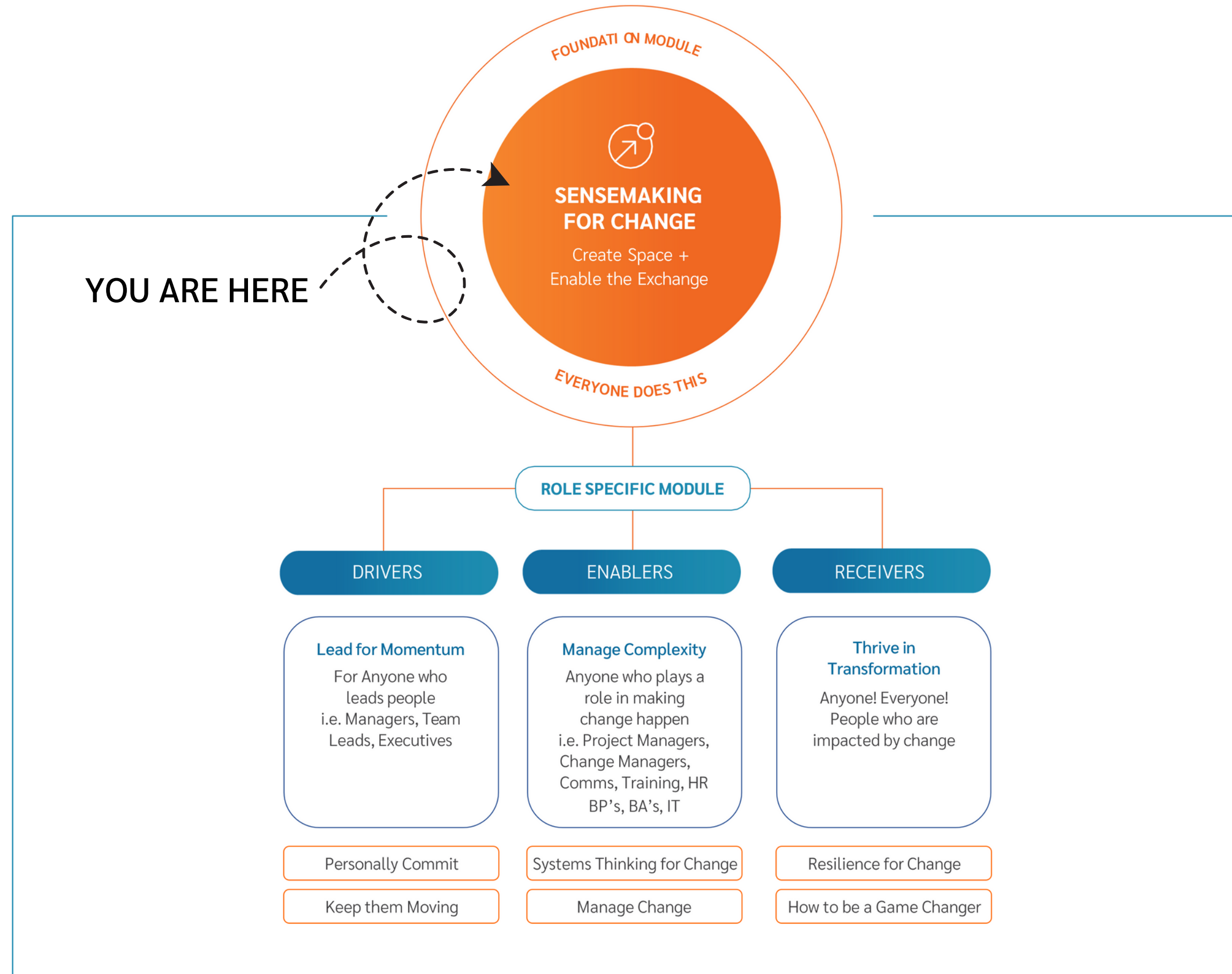
provide as much information and opportunity to learn from each other as possible.

RECEIVERS

Get more comfortable with our reactions and seek clarity where it is lacks.



Reframe Change



THANKS FOR COMING!

POST TRAINING SURVEY



WWW.SYNERGYIQ.COM.AU

