Creating "Change Sophisticated People"

(Kotter & Cohen, 2002, P. 183)

Contents

There are three sections to this booklet:

1. The *change framework,* which provides background information on the concept of change and a framework that can assist your organisation to improve it's management of change.

2. The *change competencies workbook,* which enables you to explore your change competencies and identify any areas for improvement.

3. The *further learning* section, which provides details on books, websites and staff development opportunities that you could undertake to help you improve your change competencies.

Introducing the change framework

The change framework

The change framework sets out the areas of activity that you and your organisation can focus on when trying to Improve change.
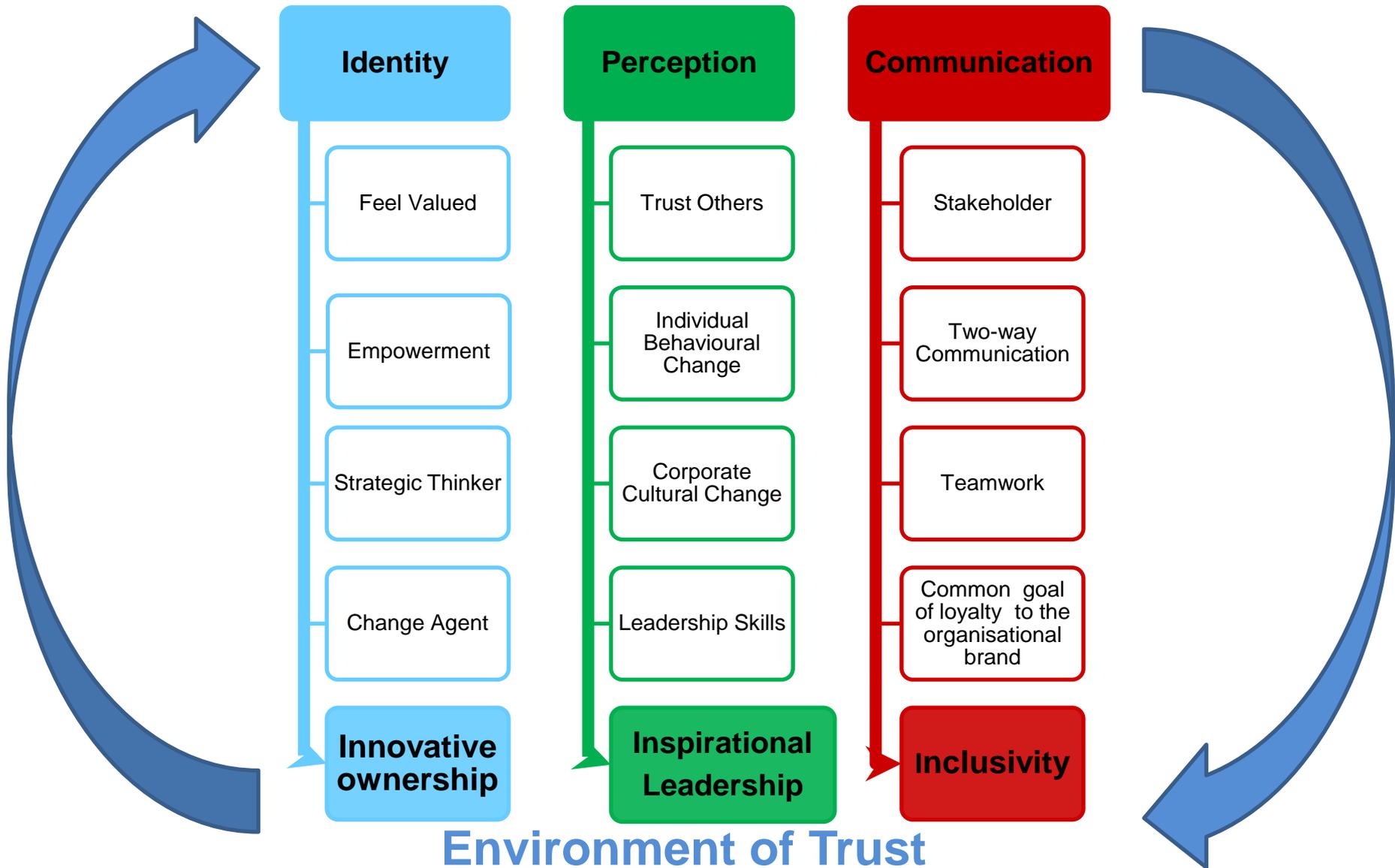
The change framework

The change framework has three overarching sections on identity, perception or communication.

Underneath each section title are four boxes that highlight areas of activity that you and your organisation can enter into through staff development to enhance both individual change competencies and corporate change.
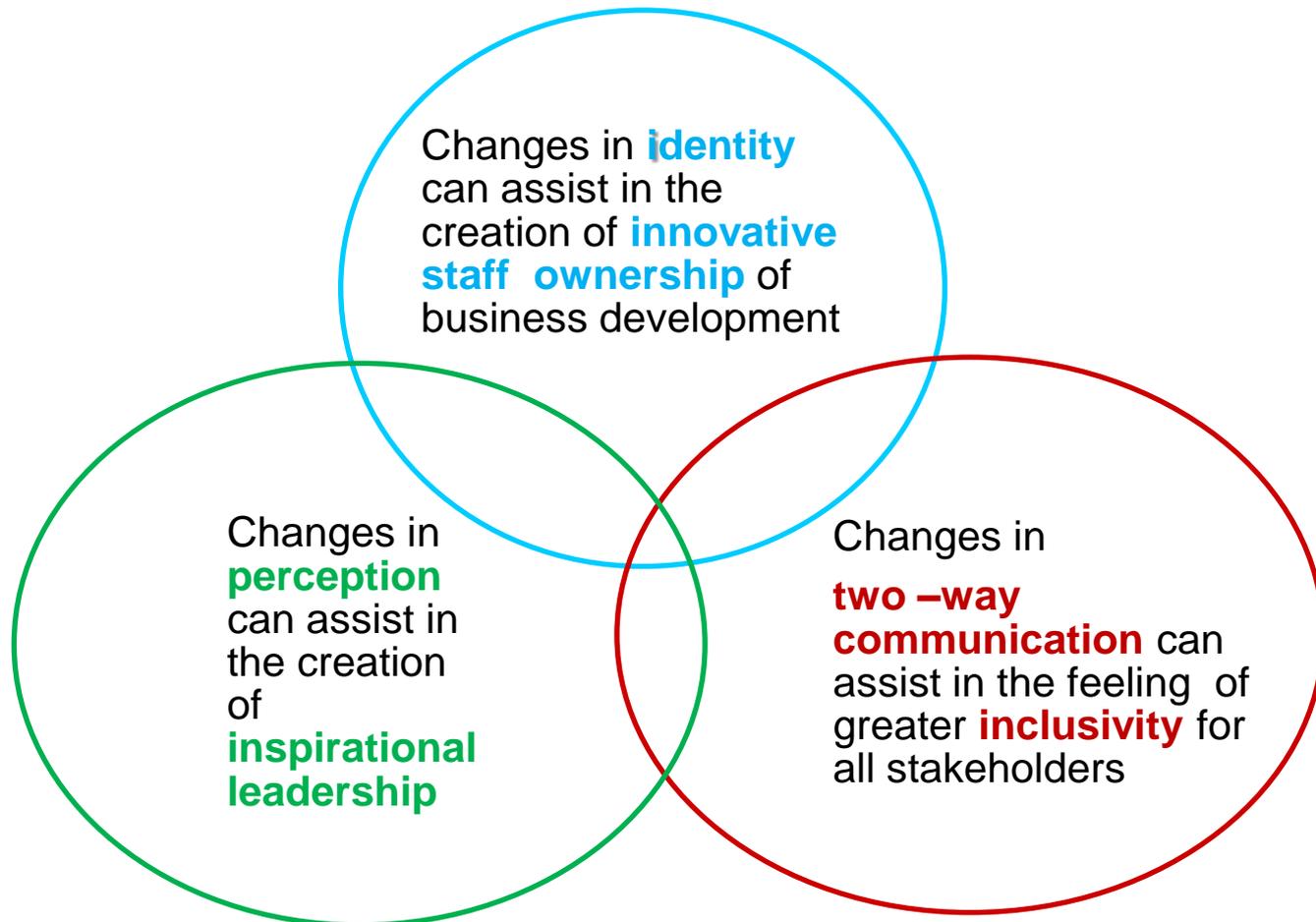
Each final box contains the potential outcomes that can be achieved by making changes in identity, perception and communication e.g. changes in the four subsections under identity can lead to innovative ownership (see the next few slides).

The change framework

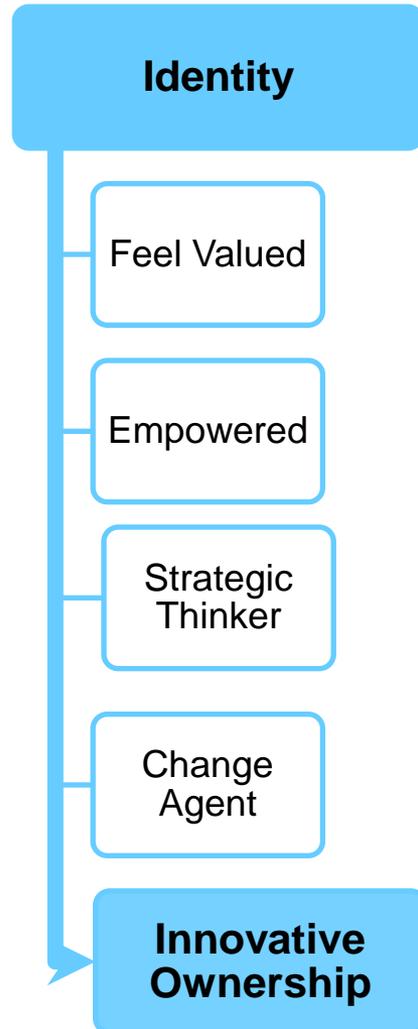| Identity	Perception	Communication
Feel Valued	Trust Others	Stakeholder
Empowerment	Individual Behavioural Change	Two-way Communication
Strategic Thinker	Corporate Cultural Change	Teamwork
Change Agent	Leadership Skills	Common goal of loyalty to the organisational brand
Innovative ownership	**Inspirational Leadership**	**Inclusivity**

Environment of Trust

The aim of the change framework

Perceptions need to be changed in an environment of trust in order to assist corporate cultural change and build a framework for continuous change.

Changes in **identity** can assist in the creation of **innovative staff ownership** of business development

Changes in **perception** can assist in the creation of **inspirational leadership**

Changes in **two –way communication** can assist in the feeling of greater **inclusivity** for all stakeholders

Change framework: identity

Identity

- Feel Valued
- Empowered
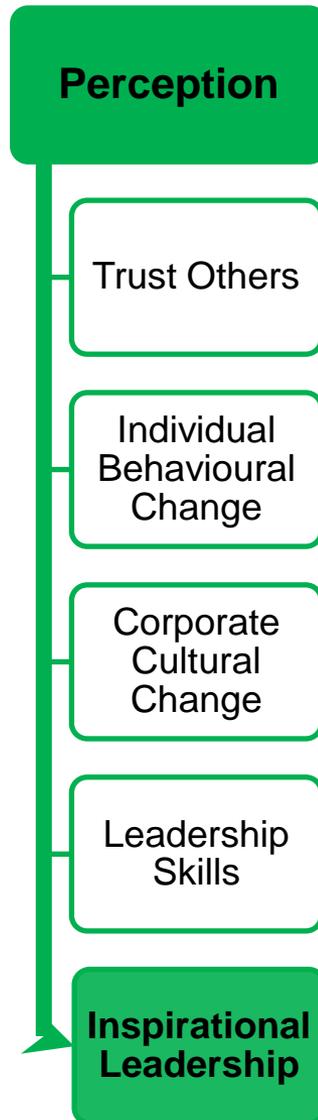- Strategic Thinker
- Change Agent

Innovative Ownership

The change framework suggests that in order to build innovative staff ownership of business development, individuals need to feel valued and empowered to undertake change.

Individuals also need to be encouraged to become strategic thinkers and successful change agents within their own domain.

This can be assisted with the help of change competencies that can promote a sense of identity.

Change framework: perception

Perception

- Trust Others
- Individual Behavioural Change
- Corporate Cultural Change
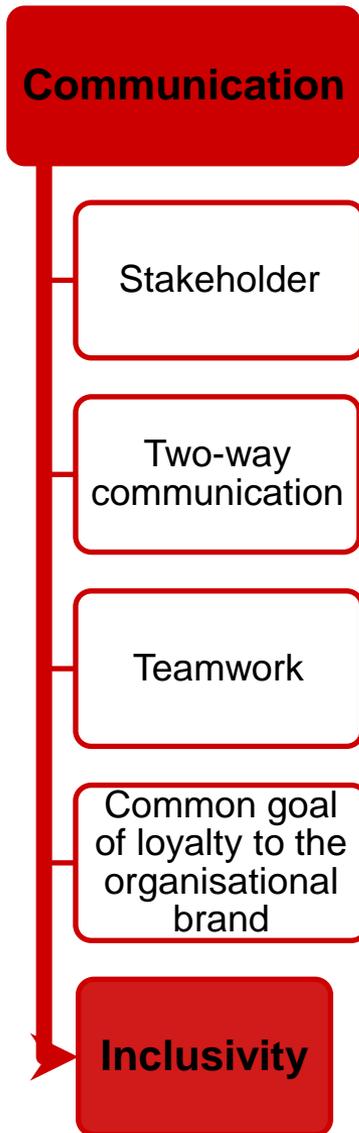- Leadership Skills

Inspirational Leadership

The framework suggests that in order to build inspirational leadership, individuals need to learn to trust others more and undertake behavioural change.

Individuals also need to be encouraged to embody leadership skills and promote corporate cultural change.

This can be assisted with the help of change competencies that can promote changes in perception.

Change framework: communication

Communication

- Stakeholder
- Two-way communication
- Teamwork
- Common goal of loyalty to the organisational brand

Inclusivity

The framework suggests that in order to build effective change implementation through inclusivity, individuals need to feel that they are key stakeholders and two-way communication needs to be promoted within the organisation.

Individuals also need to be encouraged to promote teamwork and loyalty to the organisational brand.

This can be assisted with the help of change competencies that can promote a change in communication.

Organisations can create change sophisticated people by:

- Building trust with all employees, by knowledge sharing and devolved leadership.

- Ensuring two way communication with all stakeholders, with a focus on listening.

- Supporting staff development that focuses on the ten change competencies.

- Promoting the five key behavioural traits in current and future employees.

Promote the 5 key behavioural traits in current and future employees

Five Key Behavioural Traits

Leadership

Transparency

Integrity

Honesty

Positivity
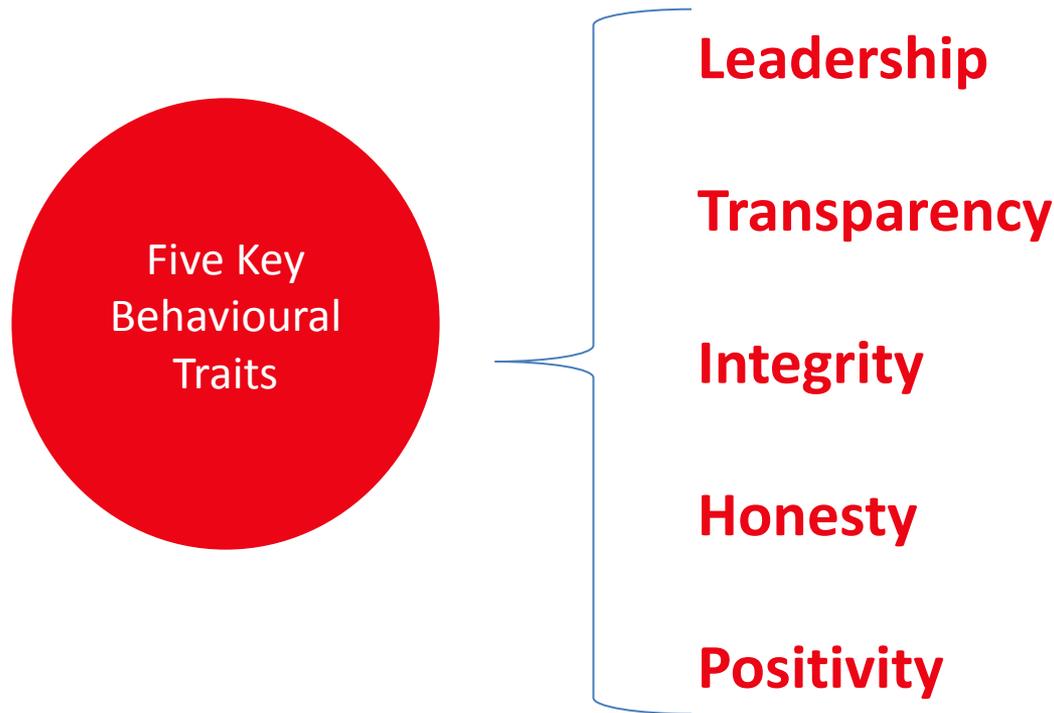
Support staff development programmes that focus on the 10 change competencies

10 Change Competencies

Excellent Communicator
Consistent Leadership
Strategic Thought
Strategic Implementation
Handles Conflict Openly & Constructively
Objective Perspective
Effective Decision Making
Engenders Empowerment
Solution Orientated
Influencing Skills

Ensure two-way communication with all key stakeholders, with a focus on listening

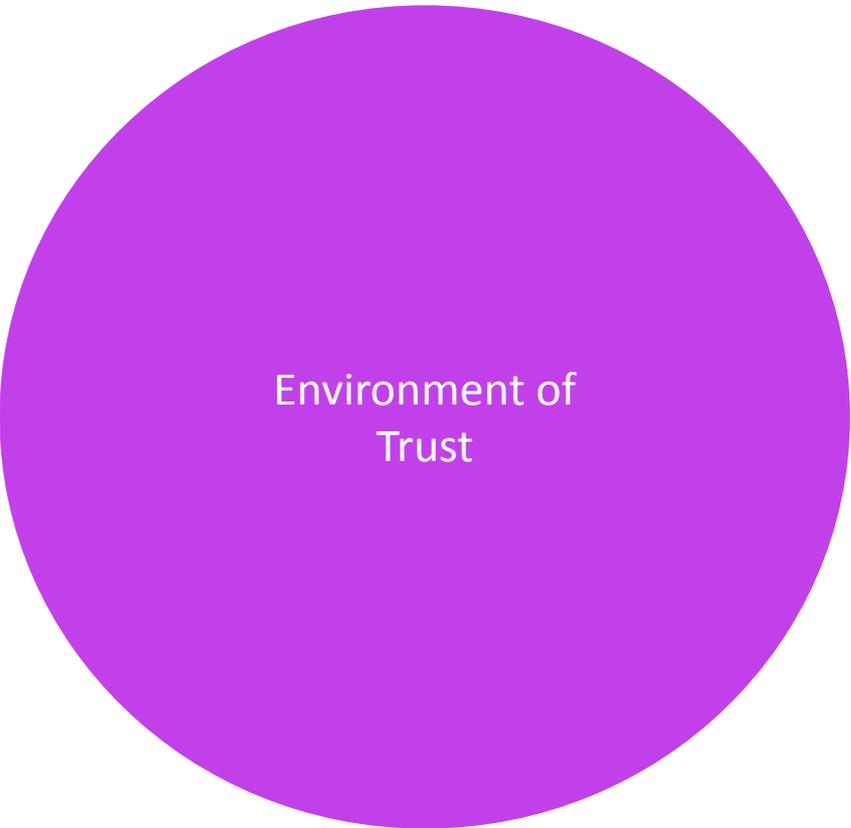Debriefs & Reviews

Inclusive communication & decision making

Valued key stakeholder

Freedom to make mistakes

Reflective/debrief for all employees

360° Feedback

Build trust with all employees by knowledge sharing & devolved leadership

Environment of Trust

Access to staff development providing cross team interaction

Accepted behavioural norms – boundary setting

Shared ownership & devolved leadership

A common goal of loyalty to the organisational brand

Organisations can create a new corporate culture

Organisations can create a new corporate culture by utilising the change
 framework which allows for:


- The freedom to make mistakes
- The building of change competencies
- Access to staff development providing cross team interaction
- Accepted behavioural norms – boundary setting
- Reflective/debrief learning for all employees
- Inclusive communication and decision making
- Shared ownership and devolved leadership
- A common goal of loyalty to the organisational brand

Your notes:

You can become a change sophisticated person by:

- Learning, developing and implementing the five key behavioural traits.

- Learning, developing and implementing the ten change competencies.

The change competencies workbook can assist

you to achieve these goals.
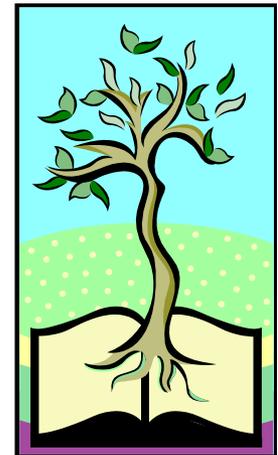
# Introducing the change competencies workbook

Introducing the workbook

This workbook can help you to improve your change competency through individual change.

The workbook sits within a change framework that can be used by organisations to assist in developing excellence in change management.

The workbook takes you through a series of questions by the end of which you will:

- Have undertaken reflective thought about your change competencies
- Identified areas of growth regarding change competencies
- Created a personal development plan to promote your growth in change competencies
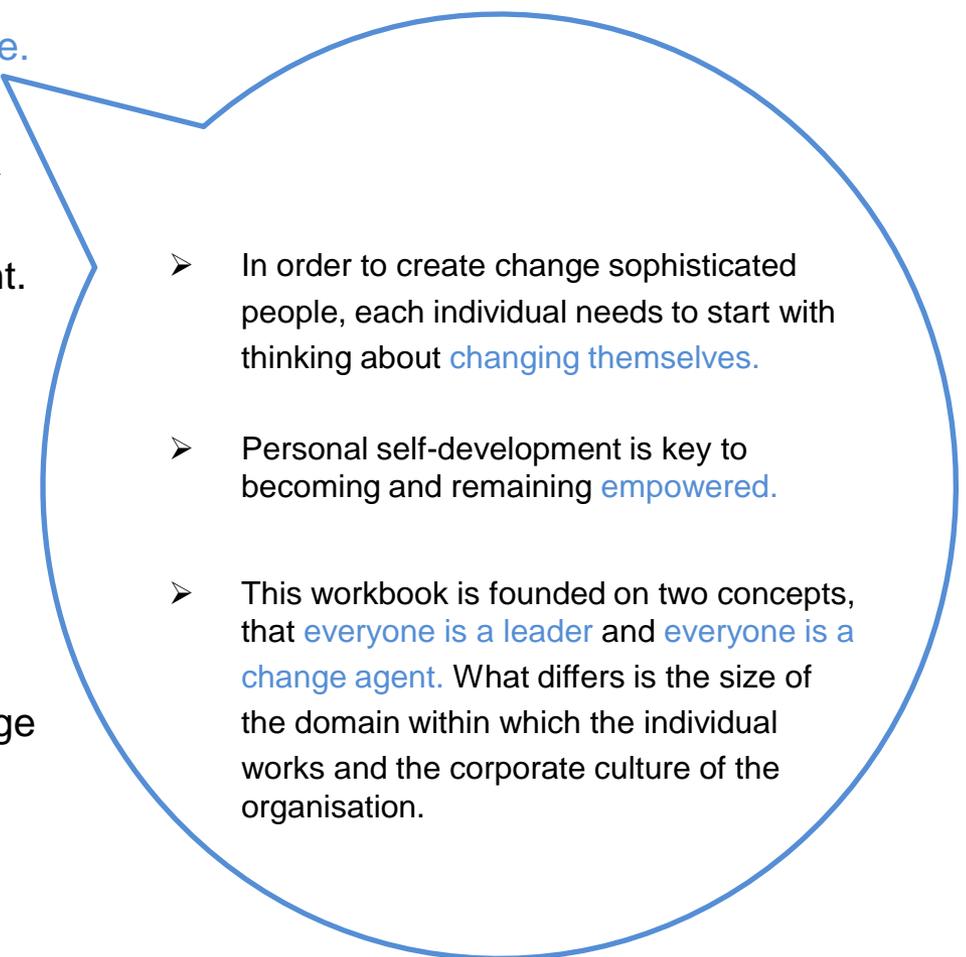
➢ In order to create change sophisticated people, each individual needs to start with thinking about changing themselves.

➢ Personal self-development is key to becoming and remaining empowered.

➢ This workbook is founded on two concepts, that everyone is a leader and everyone is a change agent. What differs is the size of the domain within which the individual works and the corporate culture of the organisation.

Introducing the workbook

This workbook can be used as a starting point in your journey of self–discovery.

This journey may raise issues for you and provoke unexpected emotional responses. The workbook will not solve these issues. However, staff development, further learning and the use of a mentor (on an informal basis) may assist you to understand why you feel the way you do about a subject.

This workbook can be completed on an informal and individual basis as a personal self-examination, to explore your personal change competencies. Or this workbook can be completed on a formal basis within a group, as part of a staff development session, with the aid of a trained facilitator.

➢ There are no right or wrong answers. A change in any one of the competencies mentioned in this workbook can have a positive effect on your sense of identity, perception or communication.

➢ This workbook is not intended to be a complete solution on its own. It is a tool to help you explore and to experiment with your change competencies at work.

➢ There are many training opportunities that can enhance your individual skills. This workbook can assist you to find your strengths in relation to change competencies and to support you in trying to enhance these strengths at a pace that suits you.

Introducing the change competencies

What is a change competency?

Within this workbook there are a total of 12 change competencies, gathered together under overarching titles of identity, perception and communication.

These 12 competencies are a collation of the 5 behavioural traits and the 10 change competencies combined into 12 final change competencies.

These 12 change competencies should be seen as a set of skills that you can utilise during times of change. Regularly reviewing and updating these skills should enable you to improve how you manage change.

➢ A change competency is both a way of behaving and a skill set that enhances your ability to deal with change. Everyone has a choice to decide to improve their change competencies.

➢ Everyone has the choice between being a leader or a follower, both roles require skills in managing or implementing change. The follower will assist the leader(s) to achieve the aims of the business, the leader will ensure that the aims of the business are met.

➢ Undertaking staff development to improve your own change competencies could enable you to manage change more effectively.

Change in an environment of trust

What is an environment of trust?

The blue arrows exist as a key part of the change competencies workbook, to show how important building, maintaining and keeping trust is, particularly during times of change.

Trust can be achieved between individuals, between teams and between institutions and it should be seen as a bedrock of understanding and commitment to change.

On the next page you will see the change competencies listed under three columns of identity, perception and communication.

➢ An environment of trust is essential to assist in the development towards excellence in change competencies.

➢ Trust is also a change competency in itself.

➢ Trust is hard won and easily broken. Trust is a sense of safety, to feel comfortable to try something new.

➢ Trust requires courage to go against your fears. To open debate and perhaps to do things differently from how you have done them before.
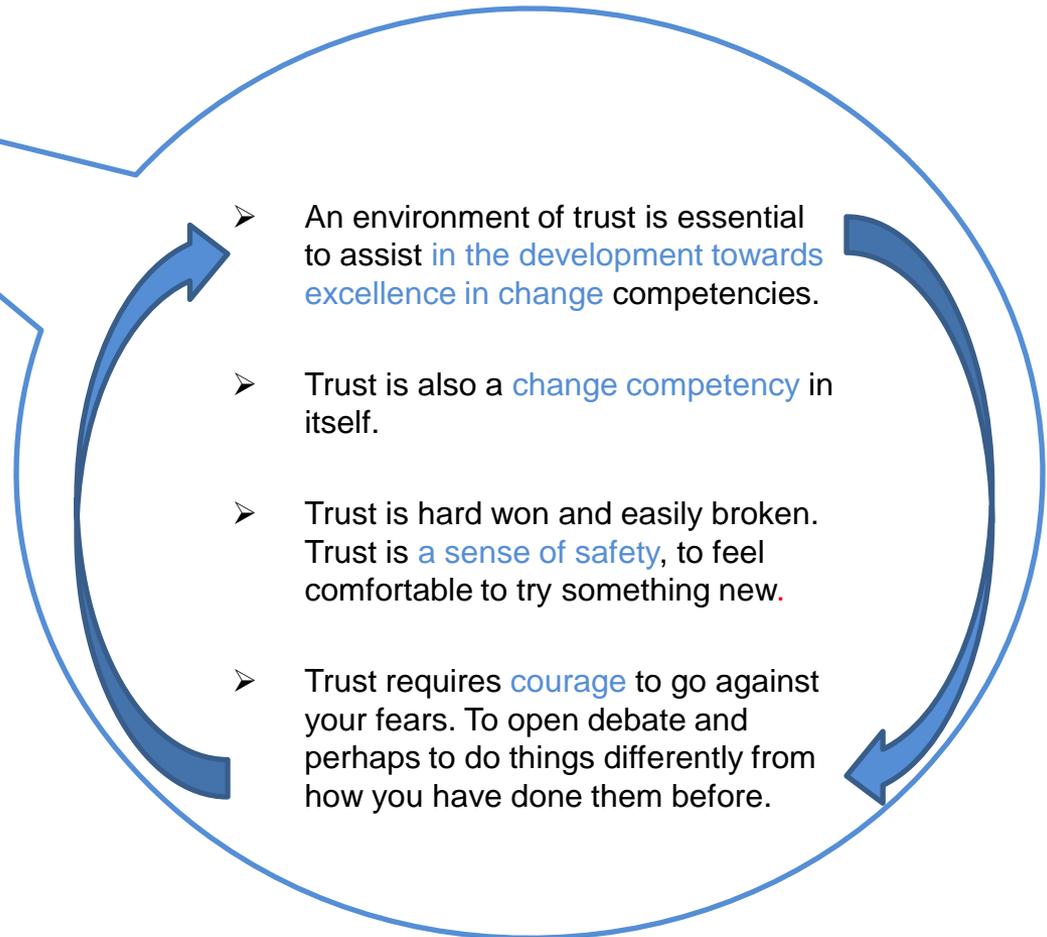
Change competencies for the individual

It may help your staff development to be skilled in these change competencies if you want to become a change sophisticated person.

Change competencies **Identity**	Change competencies **Perception**	Change competencies **Communication**
Honesty & Positivity	Integrity & Transparency	Influencing Skills
Strategic Thought	Empowerment	Excellent Communicator
Objective Perspective	Effective Decision Maker	Handles Conflict Openly & Constructively
Solution Orientated	Consistent Leadership	Strategic Implementation
Change Sophisticated Person	Change Sophisticated Person	Change Sophisticated Person

Environment of Trust

Change competency descriptors

- **Honesty & positivity** – talks openly and truthfully explaining all issues and has a "can do" attitude providing constructive support
- **Strategic thought** – thinks logically and politically ensuring that all activities support the desired outcome
- **Objective perspective** – reviews issues from many angles/keeps an open mind
- **Solution orientated** – strives to find creative answers to difficult issues and does not give up until a resolution or compromise is reached
- **Integrity & transparency** – provides reliability and constancy as well as openness and clarity of opinion and actions
- **Engenders empowerment** – supports mentoring, training, continuous professional development and allows staff to "try out" things in a culture of support

Change competency descriptors

- **Effective decision making** – ensures that all decisions are the right decisions

- **Consistent leadership** – always delivers strategic direction for the team and is fair with every situation, regularly achieves and you know where you stand

- **Influencing skills** – works with people to ensure desired outcomes are promoted at every opportunity

- **Excellent communicator** – listens attentively and talks effectively and includes all stakeholders in discussions

- **Handles conflict openly & constructively** – is transparent in dealing with difficult situations, sets boundaries and ensures all staff adhere to them

- **Strategic implementation** – plans how activities are to be organized and phases activities to provide the best solution

Change competency thesaurus

Brand   what the organisation stands for

Communication   exchange of ideas

Empowerment   support to do things differently & learn

Honesty   open and sincere constructive discussions

Identity   your individual, group and organisational characteristics

Influencing   persuade and inspire others to make the best decisions

Integrity   consistency in reliable honest behaviour

Perception   points of view and awareness of how you think about things

Positively   can do attitude, focussed on successful outcomes

Promote   encourage and support

Respect   to treat all equally with a sense of value for their opinion

Solutions   to look for options and ways to resolve current problems

Strategically   to make well intentioned decisions based on available data

Transparency   to be clear about actions and activities with all concerned

Staff development opportunities for the individual
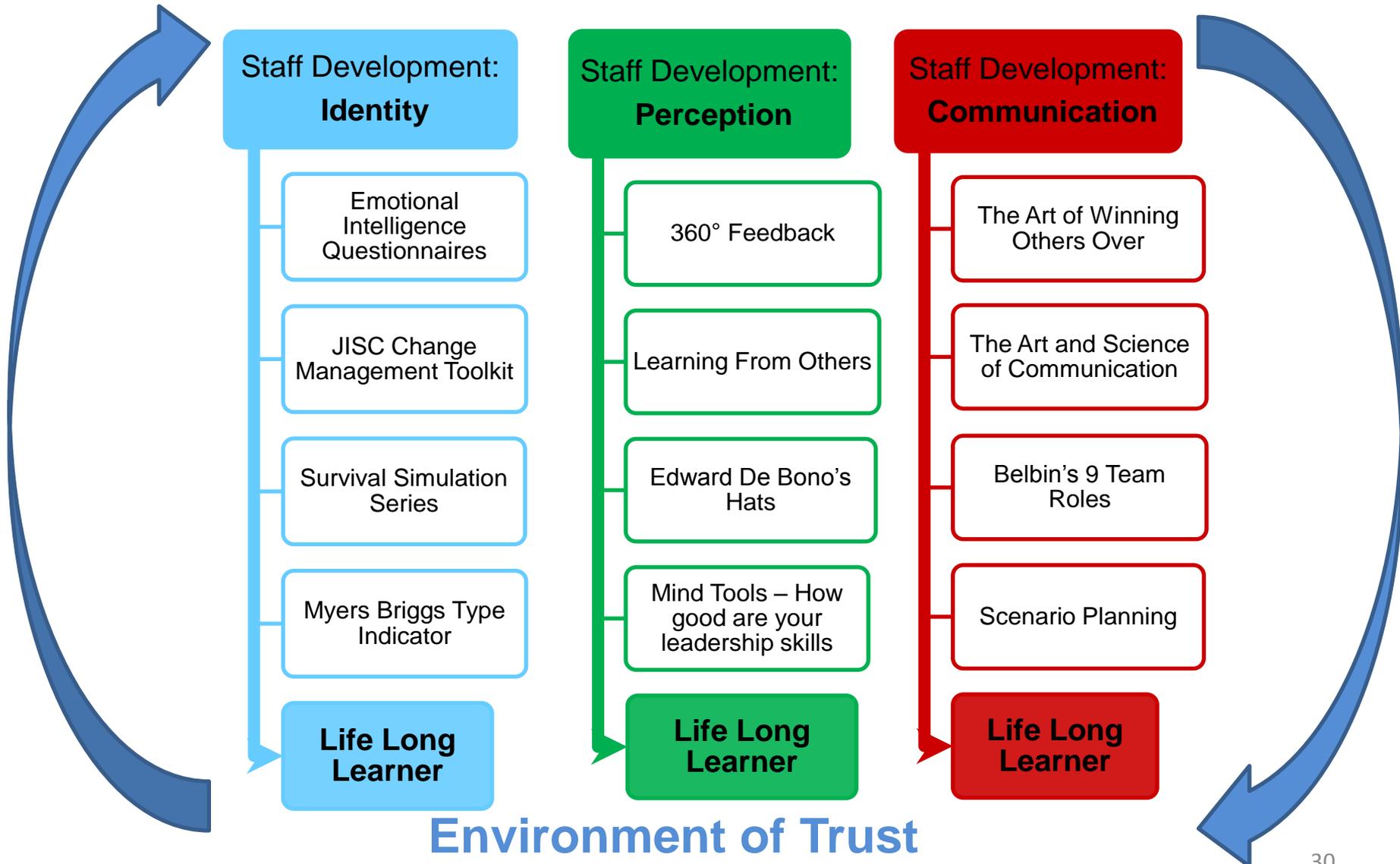
What are the staff development opportunities?

There are 12 staff development opportunities that correlate with the 12 change competencies. The staff development opportunities are also gathered under the overarching titles of identity, perception and communication.

The 12 staff development opportunities offer you examples of staff development that may assist you to improve your skills in each of the change competencies.

On the next page you will see the staff development opportunities, which are explained in detail in the individual sections on identity, perception and communication.

➤ The 12 staff development opportunities are a mixture of personal questionnaires; reading, on-line information and questionnaires that colleagues can complete about you.

➤ The staff development opportunities offer you an example of staff development both that can improve your change competencies e.g. if you want to improve your leadership skills you can review them using the on-line Mind Tools – How good are your leadership skills. See separate sections on identity, perception and communication later in this workbook for more details.

➤ Additional reading & website information is available on each of the staff development opportunities to be found under the further learning section of this workbook.

Staff development opportunities

Staff Development: Identity
- Emotional Intelligence Questionnaires
- JISC Change Management Toolkit
- Survival Simulation Series
- Myers Briggs Type Indicator

Life Long Learner

Staff Development: Perception
- 360° Feedback
- Learning From Others
- Edward De Bono's Hats
- Mind Tools – How good are your leadership skills

Life Long Learner

Staff Development: Communication
- The Art of Winning Others Over
- The Art and Science of Communication
- Belbin's 9 Team Roles
- Scenario Planning

Life Long Learner

Environment of Trust

The Change

Competencies Workbook

And

Personal Action Plan

How to complete the workbook

- Answer each question by putting a cross in the relevant box.
- Input each total for each question in the right hand column.
- Add these up to create an overall total.

Example:

Individual Questions on communication	Rarely 1	Sometimes 2	Often 3	Score
Do I talk openly with my colleagues?			X	3
Do I help facilities staff ?		X		2
Do I say hello to the cleaning staff when I see them at work?	X			1
Do I discuss difficult issues with my manager?	X			1
		Overall total		7

Overall totals per competency are: Low score = 0-4 Medium score = 5-9 High score = 10-12

Note whether your overall score is low, medium or high.
Note any areas that are selected as "rarely."
Read the recommendations for your relevant score.

How to use the workbook

- You may find some of these questions difficult to answer. There is no right or wrong answer, just put how you feel at the time.

- Don't spend too long analysing the question, this is meant to be a quick response questionnaire, so respond using your "gut instincts."

- You can do this questionnaire anytime you wish and it is recommended that the completion of this questionnaire is undertaken at least once annually.

- Opinions and feelings change over time, how you feel now may not be how you feel in the future or how you felt in the past.

- As you change roles, undertake different tasks, have different managers or line reports, so too will your opinions change. It is good to see how your opinions change as it may produce trends in your self development that can help you learn more about yourself and your working life.

Questions on identity

Change Competency	Questions on identity	Rarely 1	Sometimes 2	Often 3	Score
Identity 1	Do I have an individual identity at work?				
	Do I have a team identity at work?				
	Do I have a cross unit/school identity?				
	Do I promote the organisation's brand identity?				
			Overall Total		

Change Competency	Questions on identity	Rarely 1	Sometimes 2	Often 3	Score
Identity 2	Do I respect every individual?				
	Do my colleagues respect individuals?				
	Does my manager respect individuals?				
	Does my organisation respect the individual?				
			Overall Total		

Questions on identity

Change Competency	Questions on identity	Rarely 1	Sometimes 2	Often 3	Score
Honesty	Do I provide honest and constructive feedback to my colleagues?				
	Do I receive honest and constructive feedback from my colleagues?				
	Do I provide honest and constructive feedback to my manager?				
	Do I provide honest and constructive feedback to my organisation ?				
			Overall Total		

Positivity	Do I behave positively at work?				
	Do my colleagues behave positively at work?				
	Does my manager behave positively at work?				
	Does the institution behave positively?				
			Overall Total		

Questions on identity

Change Competency	Questions on identity	Rarely 1	Sometimes 2	Often 3	Score
Strategic Thought	Do I think strategically?				
	Do I think strategically for the benefit of work colleagues?				
	Do I think strategically across units and schools?				
	Do I think strategically for the benefit of the institution?				
				Overall Total	

Objective Perspective	Do I see things from other people's point of view?				
	Do I see things from my manager's point of view?				
	Do I see things from another unit or school's point of view?				
	Do I see things from a corporate point of view?				
				Overall Total	

Questions on identity

Change Competency	Questions on identity	Rarely 1	Sometimes 2	Often 3	Score
Solution Orientated	Do I provide solutions for my unit/school colleagues at work?				
	Do I provide solutions for my manager?				
	Do I provide solutions across units or schools?				
	Do I provide solutions for the organisation?				
			Overall Total		

Overall totals per competency are: Low score = 0-4 Medium score = 5-9 High score = 10-12

Once you have totalled up each of your competency scores move on to the next section.

Questions on perception

Change Competency	Questions on perception	Rarely 1	Sometimes 2	Often 3	Score
Perception1	Do I feel trusted at work?				
	Do my colleagues feel trusted at work?				
	Does my unit/school feel trusted by other units/schools within the organisation?				
	Does my manager feel trusted by other managers within the organisation?				
				Overall Total	

Change Competency	Questions on perception	Rarely 1	Sometimes 2	Often 3	Score
Perception 2	Do I promote trusting relationships at work?				
	Does my manager promote trusting relationships at work?				
	Does my unit/school promote trusting relationships at work?				
	Does my organisation promote trusting relationships?				
				Overall Total	

Questions on perception

Change Competency	Questions on perception	Rarely 1	Sometimes 2	Often 3	Score
Perception 3	Do I see myself as valued by the organisation?				
	Do my colleagues see themselves as valued by the organisation?				
	Does my unit/school see itself as valued by the organisation?				
	Do I value the organisation?				
	Overall Total				

Integrity	Do I have an individual integrity at work?				
	Does my unit/school have integrity ?				
	Does my manager have integrity at work?				
	Does my organisation have integrity ?				
	Overall Total				

Questions on perception

Change Competency	Questions on perception	Rarely 1	Sometimes 2	Often 3	Score
Transparency	Do I behave transparently at work?				
	Does my manager behave transparently at work?				
	Does my unit/school behave transparently ?				
	Does the organisation behave transparently?				
			Overall Total		

Empowerment	Do I feel empowered at work?				
	Do my colleagues feel empowered at work?				
	Does my unit/school feel empowered?				
	Does my organisation promote empowerment?				
			Overall Total		

Questions on perception

Change Competency	Questions on perception	Rarely 1	Sometimes 2	Often 3	Score
Effective Decision Making	Do I make effective decisions at work?				
	Do my colleagues make effective decisions at work?				
	Does my manager make effective decisions at work?				
	Does my organisation make effective decisions?				
			Overall Total		

Change Competency	Questions on perception	Rarely 1	Sometimes 2	Often 3	Score
Consistent Leadership	Do I promote consistent leadership at work?				
	Do my colleagues promote consistent leadership at work?				
	Does my manager promote consistent leadership at work?				
	Does the organisation promote consistent leadership?				
			Overall Total		

Overall totals per competency are: Low score = 0-4 Medium score = 5-9 High score = 10-12

Once you have totalled up each of your competency scores move on to the next section.

Questions on communication

Change Competency	Questions on communication	Rarely 1	Sometimes 2	Often 3	Score
Communication 1	Do I talk a lot?				
	Do I actively listen to others?				
	Do I interrupt people when talking?				
	Do I control conversations?				
	Overall Total				

Change Competency	Questions on communication	Rarely 1	Sometimes 2	Often 3	Score
Communication 2	Do I always communicate difficult messages to colleagues?				
	Do I always communicate difficult messages to my line manager?				
	Do I promote communication with individuals I perceive as difficult?				
	Do I promote communication with any units/schools I perceive as difficult?				
	Overall Total				

Questions on communication

Change Competency	Questions on communication	Rarely 1	Sometimes 2	Often 3	Score
Influence	Do I try to influence my colleagues to my way of thinking?				
	Do I try to influence my manager to my way of thinking?				
	Does my manager influence me to his/her way of thinking?				
	Does my organisation influence my way of thinking?				
	Overall Total				

	Do I include everyone in communication?				
Excellent Communicator	Do I include all relevant information in all communication?				
	Do I use all forms of communication e.g. email, verbal, group meetings, telephone, personal visits?				
	Do I always think about the recipient(s) when I prepare my communication?				
	Overall Total				

Questions on communication

Change Competency	Questions on communication	Rarely 1	Sometimes 2	Often 3	Score
Open & Constructive	Do I talk openly with my colleagues?				
	Do I talk openly with my manager?				
	Do I talk openly with other units/schools?				
	Do I talk openly within the wider organisation?				
	Overall Total				

Change Competency	Questions on communication	Rarely 1	Sometimes 2	Often 3	Score
Handles Conflict	Do I actively seek alternative viewpoints?				
	Do I always understand alternative viewpoints?				
	Do I remain respectful during confrontational debates?				
	Do I always promote fair compromise when handling conflict?				
	Overall Total				

Questions on communication

Change Competency	Questions on communication	Rarely 1	Sometimes 2	Often 3	Score
Strategic Implementation	Do I involve all my colleagues in implementing strategic changes?				
	Do I involve cross unit/school teams in implementing strategic changes?				
	Does my manager involve me in implementing strategic changes?				
	Does my organisation involve me in implementing strategic changes?				
			Overall Total		

Overall totals per competency are: Low score = 0-4 Medium score = 5-9 High score = 10-12

Once you have totalled up each of your competency scores move on to the next section.

R e s u l t s

If any of your overall totals sit within the **low or medium section (0-4)** or if you have any individual scores in the **"rarely"** box you might want to:

- Consider undertaking some of the **staff development** suggestions.
- Seek out a **mentor** at work to assist you with improving this area of your change competencies. This could be a formal or informal mentor process.

If any of your overall totals sit within the **medium section (5-9)** you might want to:

- Consider asking for **360° feedback** from colleagues.

If any of your overall totals sit within the **high section (10-12)** you might want to:

- Focus on another competency within this workbook.
- You may also wish to share your good practice with others.
- Or you may wish to **become a mentor** to others using your strengths in this area.

The next few pages will help you to develop a personal action plan.

Personal Action Plan

Personal action plan

- Review your overall scores and populate the grids (if you want to) provided on the next few pages.

- Choose which competency or competencies you want to focus on.

- Re-read the recommendations for the relevant section and set yourself a goal of improving this score within the next 6 -12 months.

- Find a mentor (if you want one) with whom you can discuss your plans.

Results record

Change Competencies: Identity	Current Overall Totals	Totals 6 months later	Totals 1 year later
Identity 1			
Identity 2			
Honesty			
Positivity			
Strategic Thought			
Objective Perspective			
Solution Orientated			

Change Competencies: Perception	Current Overall Totals	Totals 6 months later	Totals 1 year later
Perception1			
Perception 2			
Perception 3			
Integrity			
Transparency			
Empowerment			
Effective Decision Making			
Leadership			

Overall totals per competency are: Low score = 0-4 Medium score = 5-9 High score = 10-12

Results record

Change Competencies: Communication	Current Overall Totals	Totals 6 months later	Totals 1 year later
Communication1			
Communication 2			
Influence			
Excellent Communicator			
Open & Constructive			
Handles Conflict			
Strategic Implementation			

Overall totals per competency are: Low score = 0-4 Medium score = 5-9 High score = 10-12

Personal action plan questions

Ask yourself the following questions and record your thoughts to create a personal action plan.

What do I need to do?

What reading and internet exploration can I do around this subject to improve my knowledge of it?

Personal action plan continued

What help do I need from others?

What staff development is available to me to assist with improving this issue?

Further help with creating a personal action plan

The next few pages take you through the change framework and the corresponding change competencies.

Each section focuses on one of the three areas of identity, perception and communication. There are suggestions within these sections of how to improve your change competency or to suggest that you may want to become a mentor to others.

Sharing good practice, sharing experiences and sharing knowledge is an excellent way of analysing personal change competencies to seek out areas of improvement. As the working world is ever changing, so too must we change with it in order to remain competitive.

Identity

Identity

If employees feel they have a personal identity and worth to the organisation they will take pride and **ownership** of the processes within their domain which in turn should meet the needs of the organisation's vision, mission and strategic plan.
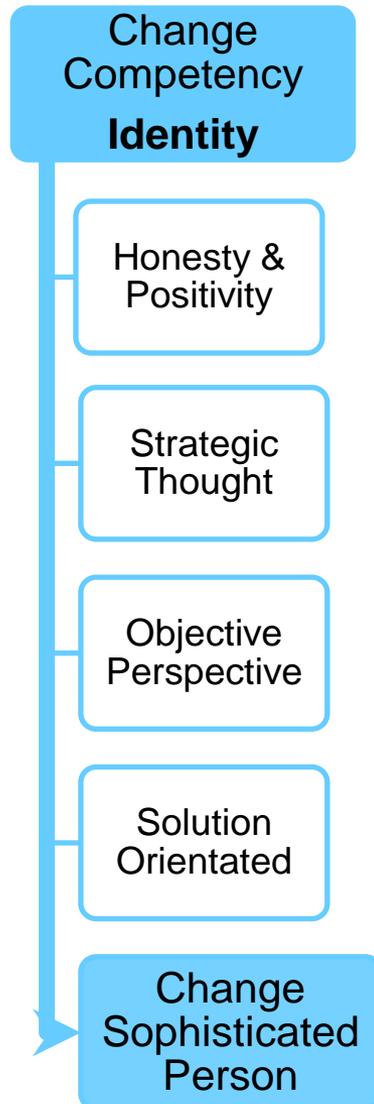
Change framework: identity

Identity

- Feel Valued
- Empowered
- Strategic Thinker
- Change Agent

Innovative Ownership
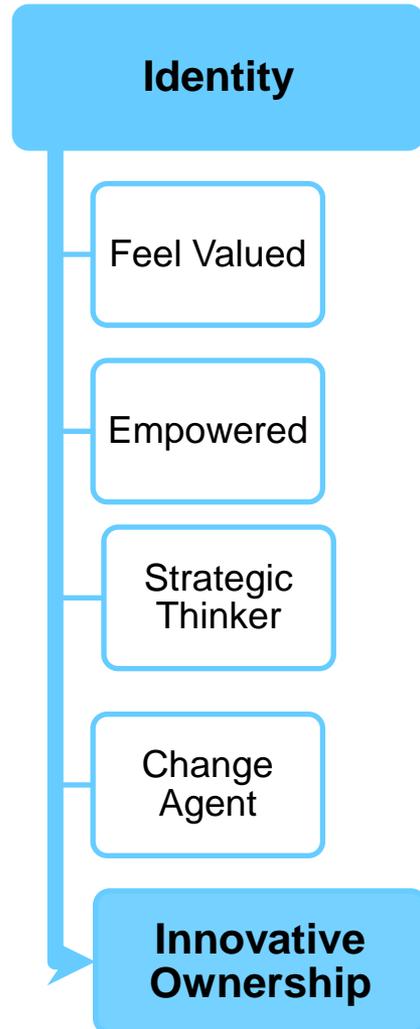
Your personal identity and your group identity can make you feel valued. It can also make you feel undervalued.

You need to feel empowered to not only make suggestions on change, but to be given the support to implement changes too.

If you undertake strategic thought you can look at processes objectively to streamline activities.

If you take ownership of your domain at work and focus on improving your area of operation on a daily basis you can be seen as an effective change agent.

Change competencies: identity

Change Competency
Identity

- Honesty & Positivity
- Strategic Thought
- Objective Perspective
- Solution Orientated

Change Sophisticated Person

In order for you to feel valued, empowered and to become strategic thinkers and change agents you might like to:

- Have honest discussions about whether you do or do not feel valued and to ascertain why this might be.
- Analyse your strategic planning skills and decide how effective these skills are.
- Focus on de-personalising your work situations or work problems and review them objectively.
- Analyse your work processes and review which situations you offer solutions to and why. If you offer solutions what kind of solutions do you offer, are they practical, theoretical or collegiate solutions?

Identity

Your sense of identity can colour your opinions of how to deal with work situations:

If you do not feel your opinion is valued, you may not wish to offer solutions to work problems. If however, you feel your opinion is valued you may offer too many solutions to work problems and prevent colleagues from expressing their opinions or expanding their skills in this area.

One of the key ways to resolve any potential identity issues is to examine your sense of identity, by asking:

- How am I identified at work?
- What words are used to describe me, my job, the area in which I work?
- What groups do I feel part of at work?
- What parts of my job am I particularly proud of?

Staff development suggestions

Question: How does one create an identity for oneself, between teams and across an organisation?

Objective:

Your aim is to improve your own personal sense of identity and to encourage an identity across teams, as part of a wider group of support staff colleagues.
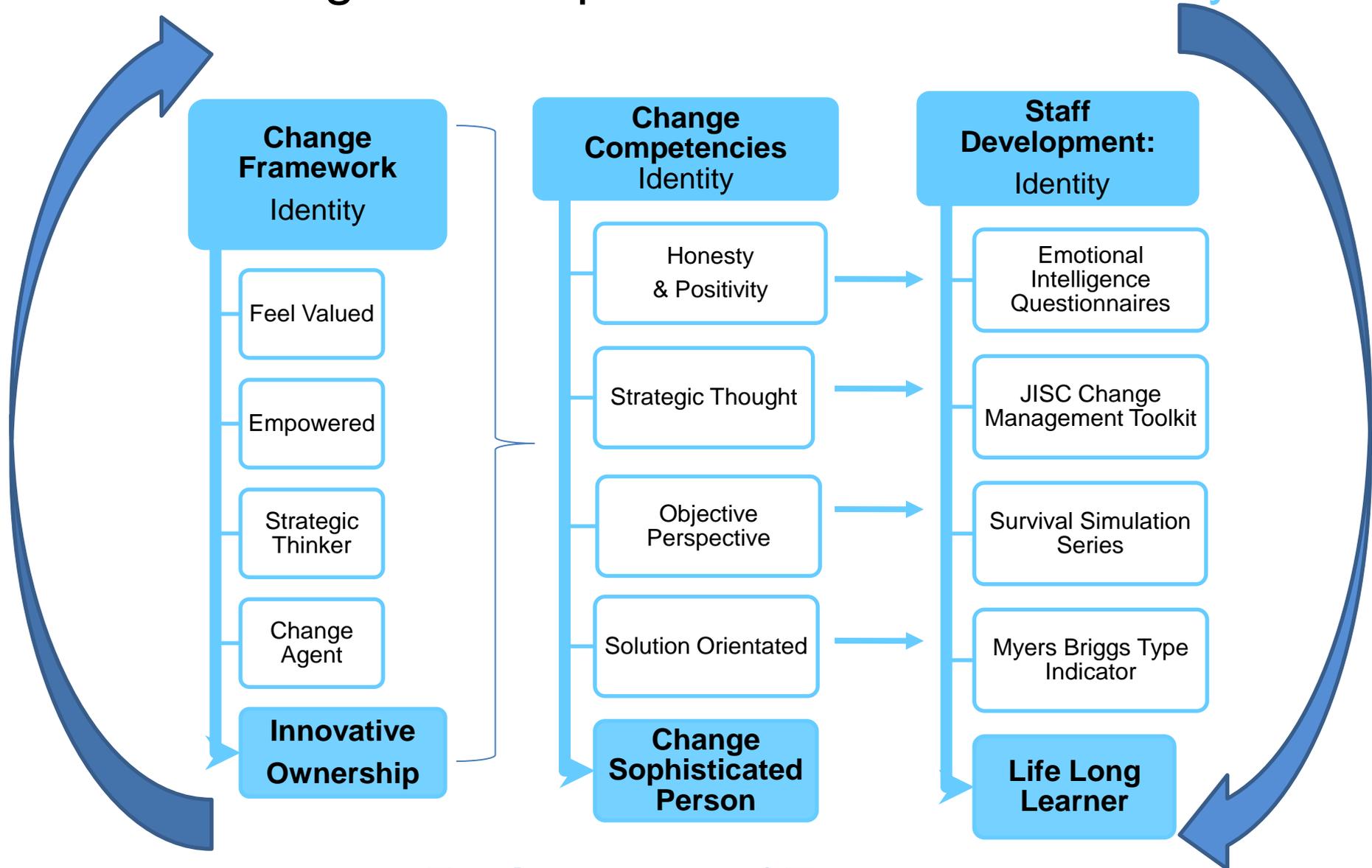
Process:

- Note down what identity means to you.

- Analyse where in your life you feel that you have this sense of identity and where you do not e.g. within your family, at work, in group social activities such as sport or as part of a hobby.

- Review what it is about these areas of your life that give you a sense of identity.

Staff development suggestions

Process continued:

- If you don't feel that you have an identity at work, or that your identity can be improved, perhaps you might like to discuss this with a mentor or your line manager or a trusted work colleague to find out if there are any barriers to why you feel that you don't have an identity at work.

- You may wish to take this self-review one step further by asking colleagues if they feel valued, feel empowered, if they perceive themselves as strategic thinkers and change agents. An informal discussion around these issues can elicit many responses, some of which could develop into a wish list for staff development or a request for an internal process change.

- Change competencies are skills and abilities that need honing and adapting, as a life long learner you will get many opportunities to practice these skills to see which ones work best for you in times of change. You may wish to undertake more background reading or staff development on identity, if so please see the further learning section for more details.

Change competencies: identity

Change Framework
Identity

- Feel Valued
- Empowered
- Strategic Thinker
- Change Agent

Innovative Ownership

Change Competencies
Identity

- Honesty & Positivity
- Strategic Thought
- Objective Perspective
- Solution Orientated

Change Sophisticated Person

Staff Development:
Identity

- Emotional Intelligence Questionnaires
- JISC Change Management Toolkit
- Survival Simulation Series
- Myers Briggs Type Indicator

Life Long Learner

Environment of Trust
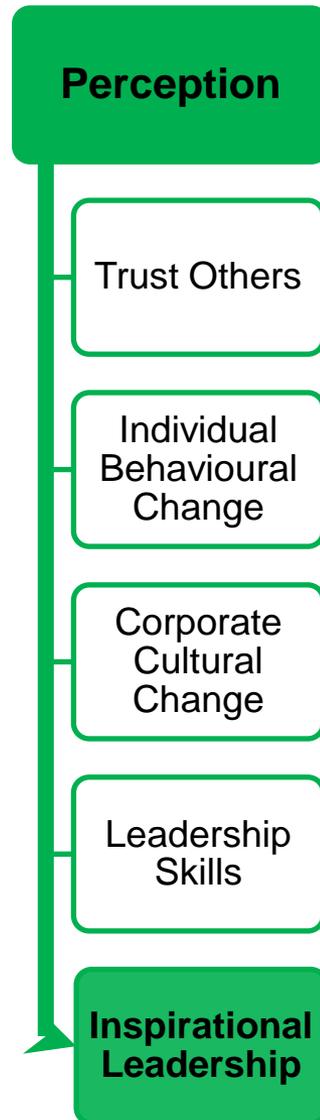
Your notes:

External feedback notes:

Perception

Perception

Perceptions need to be changed in an environment of trust in order to assist corporate cultural change and build a framework for continuous change.

Environment of Trust

Change framework: perception

Perception

- Trust Others
- Individual Behavioural Change
- Corporate Cultural Change
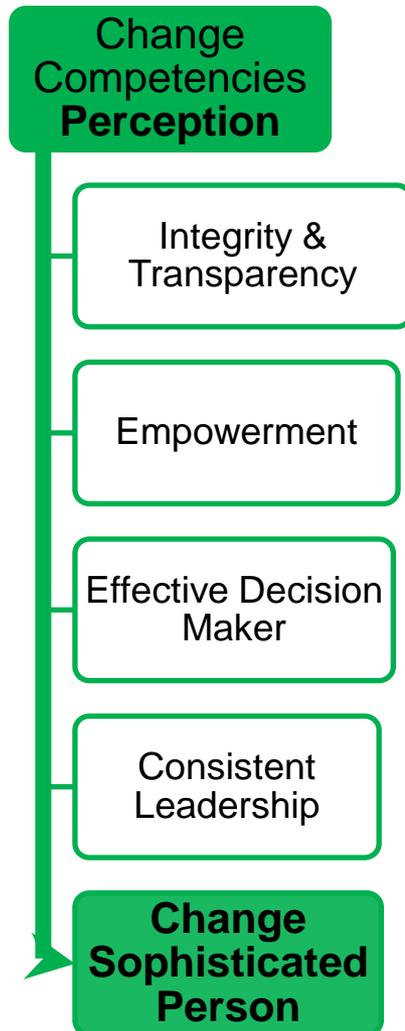- Leadership Skills
- **Inspirational Leadership**
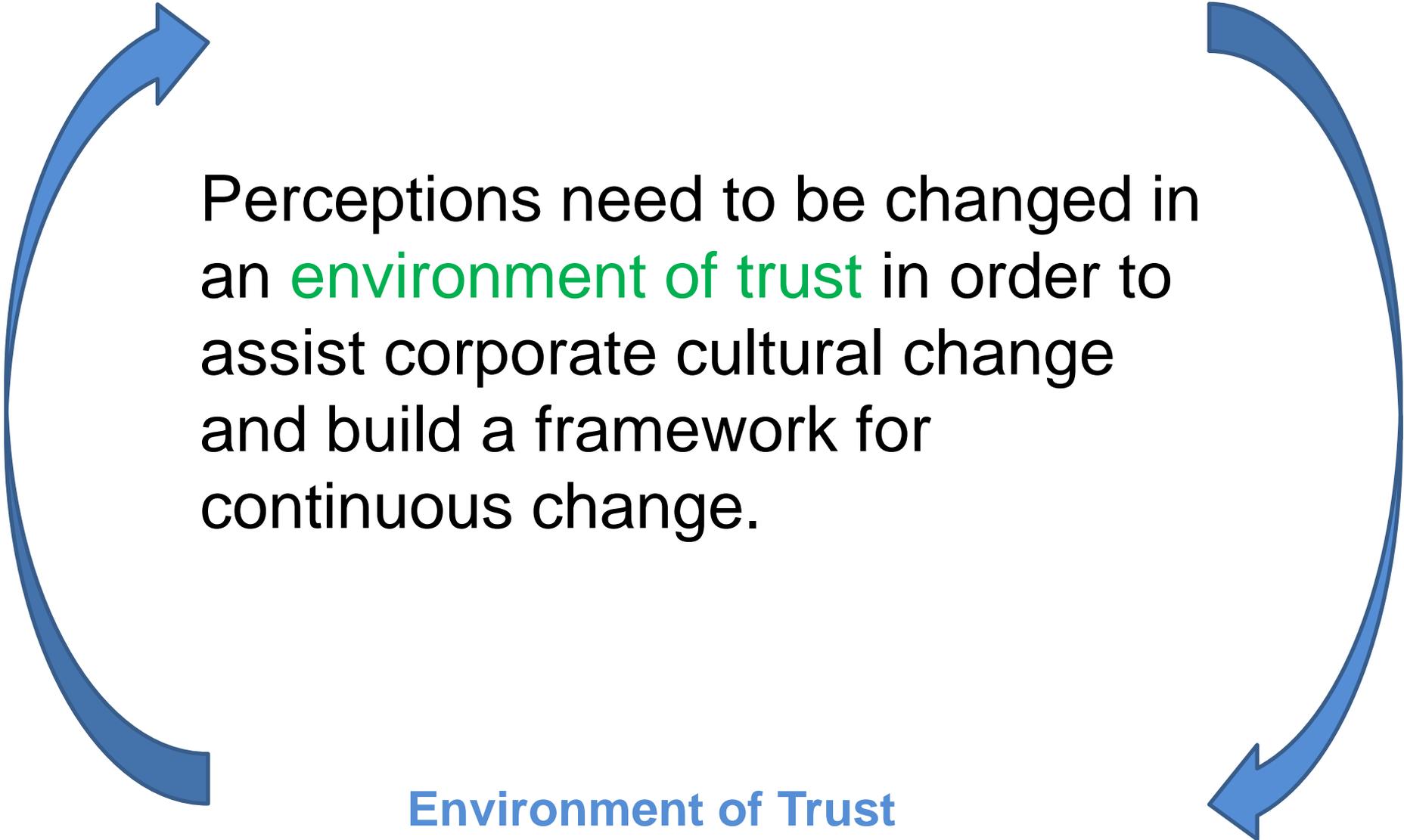
Your perception of whether you trust others, they trust you and whether you work in a trustworthy organisation can affect the way you deal with work issues.

Any perceptions suggesting that individual behavioural change is easy or is not required may limit your change capability.

An organisational culture which understands that how a corporation is perceived does matter, will assist internal marketing of corporate change.

If you focus on improving your leadership skills and lead by example on a daily basis you can be seen as providing inspirational leadership.

Change competencies: perception

Change Competencies **Perception**

- Integrity & Transparency
- Empowerment
- Effective Decision Maker
- Consistent Leadership

Change Sophisticated Person

In order for you to improve your integrity and transparency, your sense of empowerment, your decision making and your leadership skills, you might like to:

- Review your understanding and personal promotion of integrity and transparency.

- Analyse whether you feel empowered or not and why this might be.

- Analyse your decision making skills and decide how effective these skills are.

- Analyse what kind of leadership skills you use and in what situations, to see if there are additional leadership skills that can be acquired.

- If you don't currently use leadership skills, perhaps you would like to and the first step you may take is to attend staff development training on leadership.

Perception

"Perception is the lens through which each individual sees life. It is highly personal and highly guarded," (Perkins, 2008, p. 72).

How you think things are and how they actually are may be worlds apart.

One of the key ways to resolve any potential perception issues is to examine your perceptions.

In times of doubt you can question:

- Why do I think the way I do?
- Are there any questions I can ask that can elicit further information?
- Am I in a position to de-personalise the situation and look at it objectively?
- Ask yourself what would I advise a friend to do in this situation?

Staff development suggestions

Question: How do I build trust for myself, between colleagues, between employees and managers or between employees and the organisation?

Objective:

Your aim is to become a more trusted person by others and to grow your list of trusted people.
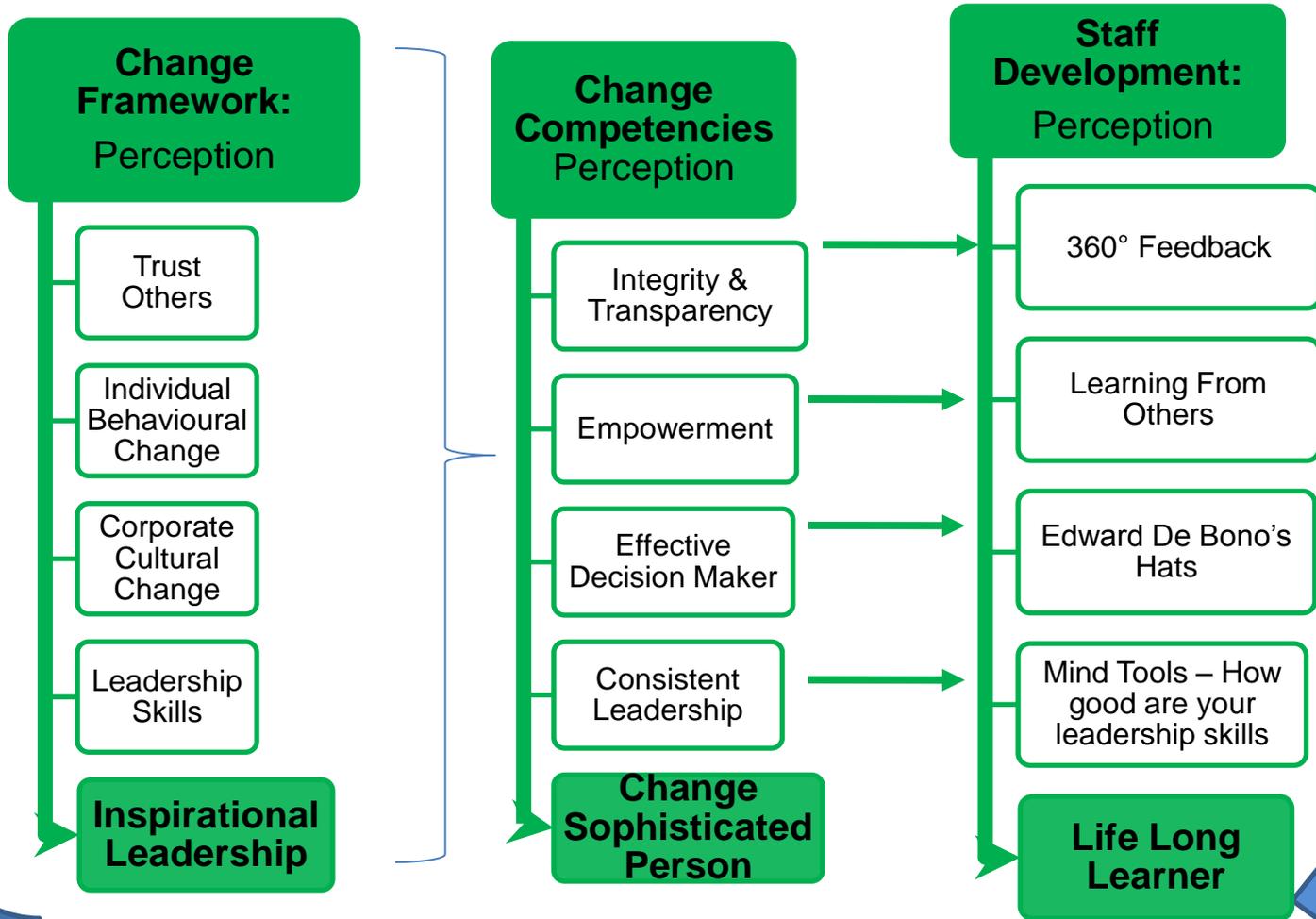
Process:

- Begin by writing a list of those people within the work environment that you trust. Note how large or small this list is.

- Think about what it is that these people provide for you that helps you to trust them. Note these remarks down.

- Ask yourself if you have these trusting elements that you note in your trusted colleagues. If you don't have these traits, consider how you can work towards gaining them through discussions with a personal mentor.

Staff development suggestions

Process continued:

- Working on the following behavioural traits can assist in creating trusting relationships: honesty, integrity and transparency.

- If you feel that you do have the trusting elements then move on to another section of the workbook to work on other change competencies.

- You may wish to take this self-review one step further by asking colleagues to grade you on their opinion of how you do or do not create trusting relationships. To receive feedback from colleagues based on their perception of you is a valuable lesson in self critical analysis.

- You may wish to undertake more background reading or staff development on perception, if so please see the further learning section of this workbook.

Change competencies: perception

Change Framework: Perception
- Trust Others
- Individual Behavioural Change
- Corporate Cultural Change
- Leadership Skills

Inspirational Leadership

Change Competencies Perception
- Integrity & Transparency
- Empowerment
- Effective Decision Maker
- Consistent Leadership

Change Sophisticated Person

Staff Development: Perception
- 360° Feedback
- Learning From Others
- Edward De Bono's Hats
- Mind Tools – How good are your leadership skills

Life Long Learner

**Environment of Trust**

Your notes

External feedback notes:

Communication

Communication

If a corporate culture provides all inclusive two-way communication it allows for all staff to feel included in the development of the organisation.

A corporate environment of trust can develop if an all inclusive two-way communication process is promoted.

Change framework: communication

Communication

Stakeholder

Two-way communication

Teamwork

Common goal of loyalty to the organisational Brand
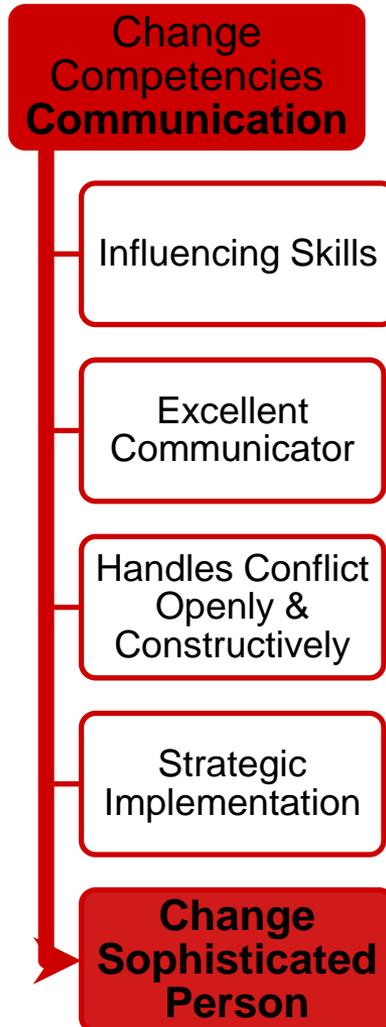
Inclusivity
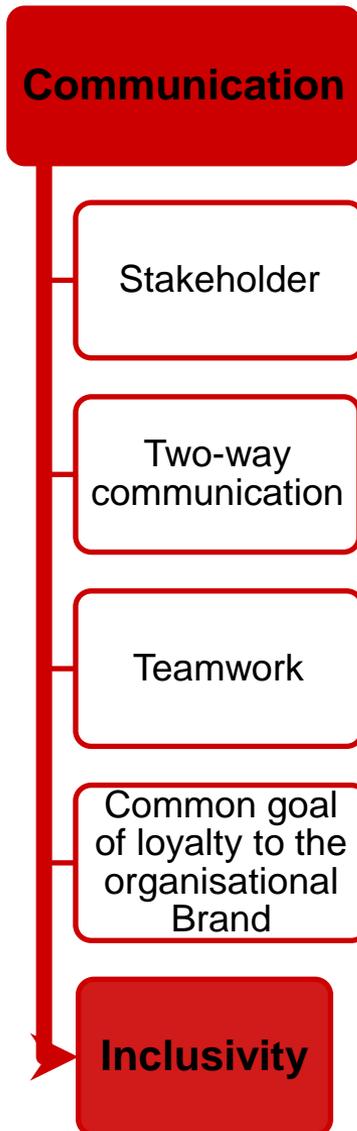
Communicating with all stakeholders before, during and after times of change will assist the free and open debate about change implementation.

Two-way communication that allows for debate and discussion should be held between all individuals or groups with an equal respect for each other's opinions.

Teamwork requires all members to be seen as individuals with specific skill sets, but working to a common goal for the benefit of the whole team.

Individuals who focus on their loyalty to the brand of the organisation can promote an objective view sometimes missing in silo/partisan mentalities.

Change competencies: communication

Change Competencies Communication

- Influencing Skills
- Excellent Communicator
- Handles Conflict Openly & Constructively
- Strategic Implementation

Change Sophisticated Person

In order for you to improve your influencing skills, communication skills, handling conflict and strategic implementation, you might like to:

- Review your understanding and personal promotion of influencing skills.
- Analyse the words and methods of communication you use. Decide how effective these are.
- Analyse your experience of handling conflict or being involved in conflict. Are there improvements that can be made?
- Review your understanding and experience of strategic implementation.

Communication

Communication affects many aspects of the working day:

How you say what you say, when you say it and the method by which you say it, can have a critical effect on whether the communication is heard by the receiver or not.

One of the key ways to resolve any potential communication issues is to review your communication skills:

- Do you always think about the person that you will be communicating with when you create your communication?

- Do you always review the method of communication before you decide how to communicate e.g. do you usually communicate face to face, by telephone, by letter or by email?

- Review any experiences you have had regarding poor communication and note how you would have improved the communication?

- Are you aware of any barriers to your communication?

Staff development suggestions

Question: How do I improve communication for myself, between colleagues, between employees and managers or between employees and the organisation?

Objective:
Your aim is to improve your personal communication with others.

Process:

- Begin by thinking about the methods of communication that you use. Is there a predominant method e.g. do you prefer to send emails or talk to people face to face?

- Ask yourself if you always consider the recipient of the information when you compose an email or pick up the phone to call? Are you seeing the communication from the receiver's point of view? E.g. do you provide all the information you can in a way that will help the receiver understand your communication?

Staff development suggestions

Process continued:

- Ask yourself how often you really listen to what someone is saying to you. It might be an option to try "active" listening in which you repeat back to the person a synopsis of what they are discussing to confirm that you have understood them correctly.

- Speaking is only one form of communication, observing and hearing also play key parts in the process of communicating.

- You may wish to take this self-review one step further by asking colleagues to comment on your communication skills. You could ask them to undertake a review of how you communicate with them and to provide constructive feedback. If however, you prefer to undertake informal guidance you may wish to seek out a mentor who can help you with improving your communication skills.

- You may wish to undertake more background reading or staff development on communication, if so please see the further learning section of this workbook.

Change competencies: communication

Change Framework:
Communication

- Stakeholder
- Two-way communication
- Teamwork
- Common goal of loyalty to the organisational Brand

Inclusivity

Change competencies
Communication

- Influencing Skills
- Excellent Communicator
- Handles Conflict Openly & Constructively
- Strategic Implementation

Change Sophisticated Person

Staff Development:
Communication

- The Art of Winning Others Over
- The Art and Science of Communication
- Belbin's 9 Team Roles
- Scenario Planning

Life Long Learner

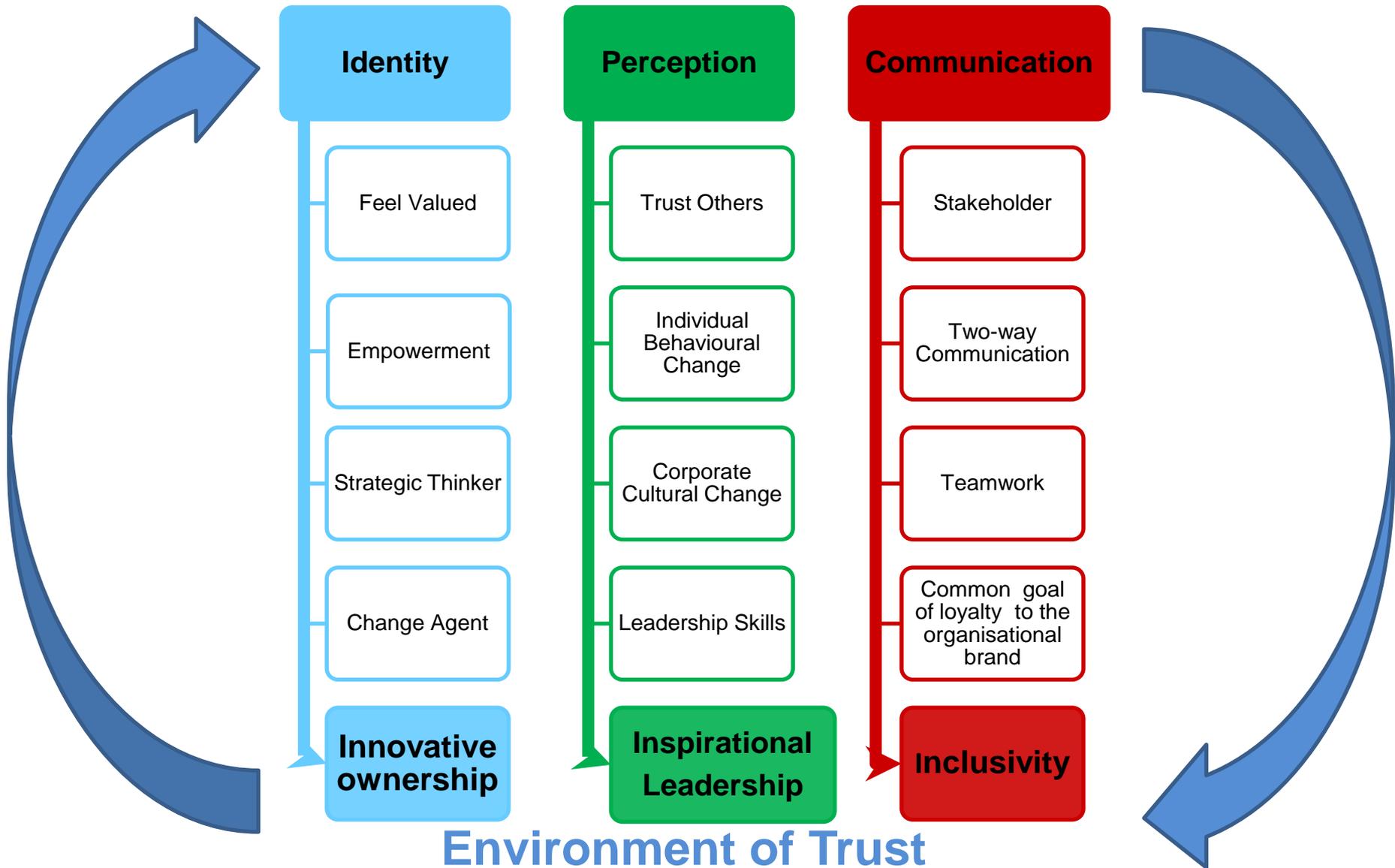**Environment of Trust**

Your notes:
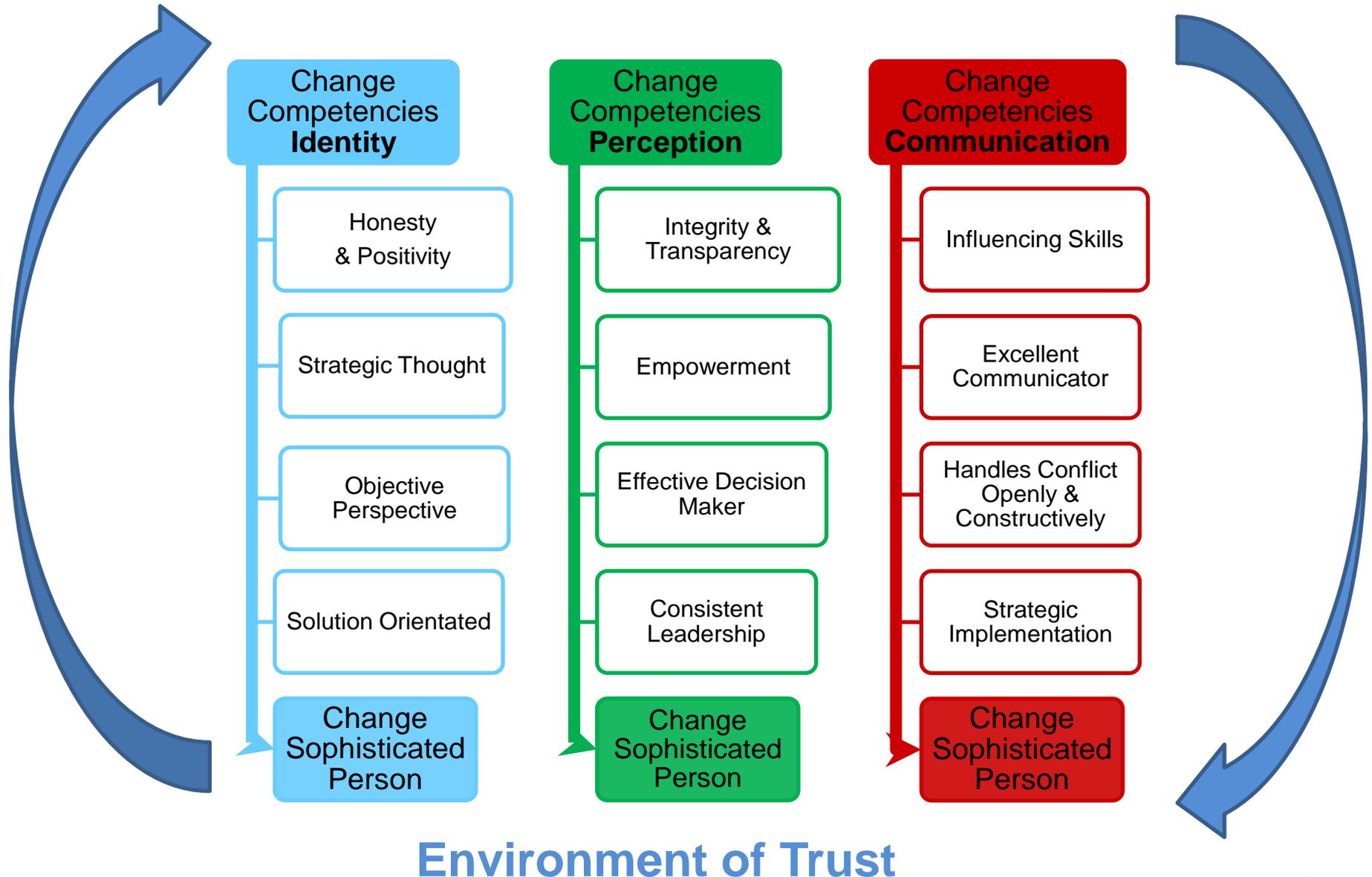
External feedback notes:

Review

The change framework

Individual change competencies
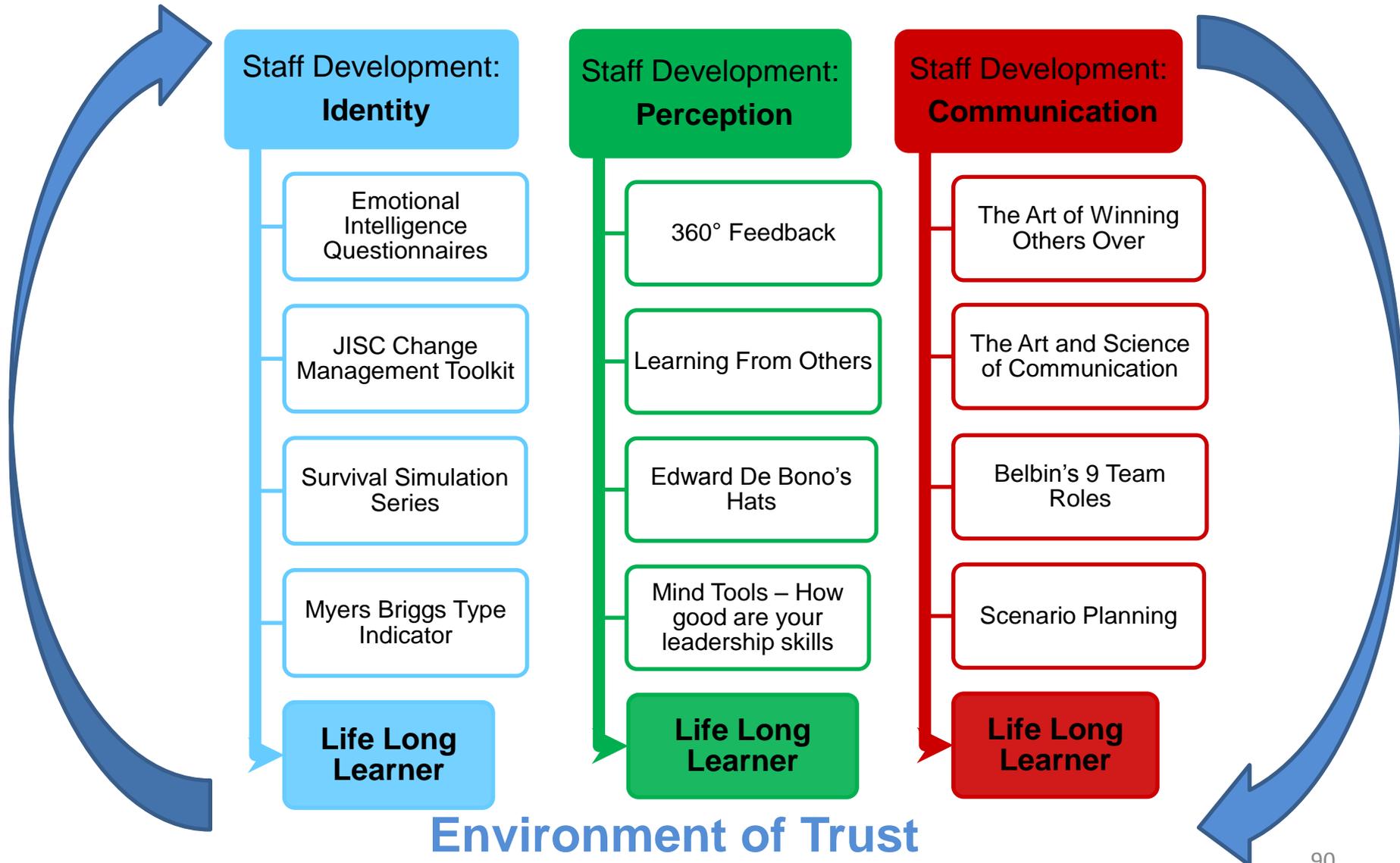
Staff development opportunities

The change framework revisited

Identity	Perception	Communication
Feel Valued	Trust Others	Stakeholder
Empowerment	Individual Behavioural Change	Two-way Communication
Strategic Thinker	Corporate Cultural Change	Teamwork
Change Agent	Leadership Skills	Common goal of loyalty to the organisational brand
Innovative ownership	**Inspirational Leadership**	**Inclusivity**

Environment of Trust

Individual change competencies revisited

Change Competencies **Identity**	Change Competencies **Perception**	Change Competencies **Communication**
Honesty & Positivity	Integrity & Transparency	Influencing Skills
Strategic Thought	Empowerment	Excellent Communicator
Objective Perspective	Effective Decision Maker	Handles Conflict Openly & Constructively
Solution Orientated	Consistent Leadership	Strategic Implementation
Change Sophisticated Person	Change Sophisticated Person	Change Sophisticated Person

Environment of Trust

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Staff development opportunities revisited

Staff Development: **Identity**

- Emotional Intelligence Questionnaires
- JISC Change Management Toolkit
- Survival Simulation Series
- Myers Briggs Type Indicator

Life Long Learner

Staff Development: **Perception**

- 360° Feedback
- Learning From Others
- Edward De Bono's Hats
- Mind Tools – How good are your leadership skills

Life Long Learner

Staff Development: **Communication**

- The Art of Winning Others Over
- The Art and Science of Communication
- Belbin's 9 Team Roles
- Scenario Planning

Life Long Learner

Environment of Trust

Comments

It is recommended that this workbook be utilised at least annually and if so desired at 6 monthly intervals.

Regular reviews of the workbook will assist you to prioritise your personal self development and change competencies.

Continuous staff development

Change sophisticated people recognise the need for their own staff development, they recognise that change is normal and natural and that the one constant in life is change.

Each choice we make takes us towards or away from a particular aim.

The trajectory towards or away from an aim can be assisted by staff development which promotes change competencies which in turn should lead to the empowerment of the individual.

Further learning

Staff development and further learning

This *further learning* section provides details on books, websites and staff development opportunities that individuals can undertake in order to improve their change competencies.

This is not an exclusive list and additions can be made to it.

Staff development information

IDENTITY

Emotional Intelligence Questionnaires:

Emotional intelligence (EI) is about recognising our emotions, handling our emotions and the emotions of others. There are five components to EI: self-awareness, self-regulation, motivation, empathy and social skills. Investigating EI and undertaking EI tests can show you your preferences: how you like to work, what types of work you are happier undertaking and what types of activities you do not like to undertake. Knowing your preferences can improve your understanding of yourself and your colleagues.

JISC Change Management Starter Toolkit:

The Joint Information systems Committee (JISC) created the change toolkit as a guide to assist the implementation of change within Higher education. The toolkit is made up of cards held in a presentation box. Each card provides either a quote or recommended reading on change or brief details of change theories by various researchers and authors. It also describes various stages of learning and provides a coping with change cycle.

Staff development information

Survival Simulation Series:

There are various simulation exercises available from desert survival to subarctic survival, from jungle survival to earthquake survival. These simulation exercises allow you to look at problems objectively and make strategic decisions based on information available to you at the time. The exercise allows you to debate issues that are non work related, but that use the same process to problem solve e.g. personal reflection, strategic thought, creative thought and the results should provide group objective solutions.

Myers Briggs Type Indicator (MBTI):

The MBTI tool allows you to find out what personality type you are. There are 16 variations of personality types and when completing a questionnaire there are usually dominant traits that come out of the results. The results are recorded as a series of letters such as ESTJ (extrovert, sensing, thinking, judgement) or INFP (introvert, intuition, feeling, perception). These traits are just preferences which can show certain characteristics. Understanding your characteristics and preferences can help you to understand how you deal with change and how other personality types deal with change.

Staff development information

PERCEPTION

360° Feedback:

360° feedback offers you the chance to see yourself as others see you. It allows you to review your current abilities and your limitations. 360° feedback requires you to ask your colleagues to complete a questionnaire about you. This process is reciprocal and in general most organisations that undertake 360° feedback do it throughout the whole organisation. Participants may find that they are viewed by others, not as they would like to be viewed and this may require some personal adjustment. However, the purpose of the feedback is as a staff development tool for improvement.

Learning From Others:

This self-development guide has been created by the Public Service Management of Wales. The focus of the guide is to help you understand your learning style, discover your learning needs and to provide a selection of learning options such as coaching, mentoring, networking and secondments. This guide can help you learn more about yourself and your skills in order to empower you to feel more confident in dealing with change. The guide also provides an opportunity to create a development plan should you wish to.

Staff development information

PERCEPTION

Edward De Bono's Six Thinking Hats:

This staff development tool can be used to help you understand issues from different perspectives. You will be asked to "wear" a particular hat and assume a particular perspective when discussing a problem e.g. rational (white hat), creative (green hat) or negative (black hat). You can move hats and experience the role of problem solving from different perspectives. This process can aid your understanding of the results of decision making and guide you on how to overcome objections from particular perspectives.

Mind Tools – How Good Are Your Leadership Skills:

Mind tools is a website with a wealth of information on leadership. It houses information on leadership skills, what leadership means, types of leadership, leadership styles, becoming a leader and leading cross cultural teams. There is an on line test you can take to measure your leadership skills as you feel they are at the current time and there are many helpful tips on how to improve your leadership skills.

If you wish to explore the concept of leadership further you could read The Inspirational Leader by John Adair and Leading Change by J. P. Kotter details of which are in the further learning section of this workbook.

Staff development information

COMMUNICATION

The Art of Winning Others Over:

The Art of WOO is a book on how to sell your ideas to others. There are three appendices in the book that can be used as staff development tools. Appendix a) details a questionnaire on the six channels of influence and helps you to evaluate your preferred channels of influence. Appendix b) provides a persuasion styles assessment, which again details your preferred style(s) of persuasion. Finally appendix c) is the winning others over worksheet, where you can evaluate your current situation and find your stepping stones to move this situation on to reach a positive conclusion. (See further learning section of this workbook for more details).

The Art and Science of Communication:

The Art and Science of Communication is a book that walks you up the staircase of communication. Each step on the staircase details a different form of communication from individual to group communication. It describes the seven basic ingredients needed to ensure effective two-way communication. (see further learning section of this workbook for more details).

Staff development information

COMMUNICATION

Belbin's Team Roles:

This staff development tool identifies nine team roles, labelled as: plant, monitor, evaluator, co-ordinator, resource, investigators, implementers, completer finishers, team workers, shapers and specialist. By completing a series of questions you are able to identify your main team role or roles. The key to this tool is the knowledge that for teams to work effectively they need to be made up of a balance of all these roles, so each individual role is seen as important to produce effective group results.

Scenario Planning:

Scenario planning allows you to explore different options and different futures.
Various items of data can be utilised to help discussion and to plan a strategy towards a common goal. Scenario planning is a non judgemental activity, seeking creative answers to common problems through dialogue and debate. For example; you could undertake scenario planning about your life, your career and your aspirations. What would your life look like if you changed x? The usefulness of this tool in terms of personal or organisational change management cannot be underestimated.

Staff development opportunities

- **Change Management**

http://member.goodpractice.net/uwic-leading-lights/resources/library/change-management.gp

- **Trust**

www.livestrong.com/article/14652-building-trust/
www.suite101.com/content/why-do-we-trust-people-a16249

- **Emotional Intelligence**

http://member.goodpractice.net/uwic-leading-lights/resources/library/emotional-intelligence.gp
http://member.goodpractice.net/uwic-leading-lights/resources/library/negotiation-and-influencing.gp
www.queendom.com/tests/access_page/index.htm?idRegTest=3023
www.cipd.co.uk/subjects/lrnanddev/selfdev/emotintel.htm

- **JISC Change Management Starter Toolkit**

The Change Management Starter Toolkit is a hard copy learning tool published by the Joint Information systems Committee (JISC) Staff Development Forum (SDF) further information can be found at www.staffdevelopment.ac.uk and further copies obtained from http://www.jisc.ac.uk/
On-line information about JISC and change management can be found at http://www.jiscinfonet.ac.uk/infokits/change-management

Staff development opportunities

- Survival Simulation Series

www.humansynergistics.com

- Myers Briggs Type Indicator

www.opp.eu.com/MBTI-Training
www.myersbriggsreports.com

- 360° Feedback

www.cipd.co.uk/subjects/perfmangmt/appfdbck/360fdbk.htm?IsSrchRes=1

http://staffportal.uwic.ac.uk/Units/HumanResources/sd/staffdevelopmentactivityprogramme/Pages/EffectiveCommunicationinConflictSituations.aspx

http://member.goodpractice.net/uwic-leading-lights/resources/library/communication-interpersonal.gp

- Learning From Others

Learning from others is a hard coy learning tool published by the Public Service Management Wales
ISBN: 9780750445672 further information can be found at www.wales.gov.uk/psmw

Http://www.studygs.net/cooplearn.htm

Staff development opportunities

- Edward De Bono's Six Thinking Hats

www.debonogroup.com/six_thinking_hats.php
www.mindtools.com/rs/SixHats
www.mindtools.com/rs/DecisionMaking
www.mindtools.com/rpages/HowtoLead.htm

- Mind Tools - How Good Are your Leadership Skills

http://www.mindtools.com/pages/article/newLDR_50.htm

www.mindtools.com

- The Art of Winning Others Over

The Art of WOO is a book which you can read (see further learning section for full details) alternatively you can undertake these on line staff development opportunities to improve your influencing skills.
http://member.goodpractice.net/uwic-ll/resources/personal-skills-and-development/negotiation-and-influencing/influencing/appropriate-influencing-styles.gp.
http://member.goodpractice.net/uwic-ll/resources/personal-skills-and-development/negotiation-and-influencing/influencing/influencing-introduction-and-definitions.gp.
http://www.kent.ac.uk/careers/sk/persuading.htm

Staff development opportunities

•The Art and Science of Communication

The Art and Science of Communication is a book which you can read (see further learning section for full details) alternatively you can undertake these on line staff development opportunities in communication.

http://www.mindtools.com/pages/article/newCS_99.htm

http://www.businessballs.com/mehrabiancommunications.htm

•Belbin's 9 Team Roles

http://www.belibin.com/rte.asp?id=8

Training bite – *www.youtube.com/watch?v=EKmDEDUdBKQ*

•Scenario Planning

http://member.goodpractice.net/uwic-leading-lights/resources/library/planning-and-decision-making.gp

www.jiscinfonet.ac.uk/tools/scenario-planning/scenario-planning.pdf

F u r t h e r   L e a r n i n g

Websites

Association of University Administrators
www.aua.ac.uk/professional_development/cpd

Chartered Quality Institute
www.thecqi.org

Haygroup
www.haygroup.com

Institute of Leadership and Management
www.i-l-m.com

Joint Information Committee
 www.jiscinfonet.ac.uk/infokits/influencing-others/personal-perception

Mckinsey Quarterly
www.mckinseyquarterly.com

Further Learning

Reading

Adair J. (2006)   *The Inspirational Leader.* London: Kogan Page.

Allen D. (2006)   *Getting Things Done.* London: Piatkus Books Ltd.

Bennis, W., Goleman, D.,   *Transparency: How Leaders Create A Culture of Candour.*
O'Toole, J., and   California: Jossey-Bass.
Biederman, P. W. (2008)

Bibb, S. & Kourdi, J. (2004)   *Trust Matters For Organisational And Personal Success.*
                                                          London: Palgrave.

Cameron, E. & Green, M.   *Making Sense of Change Management.* London: Kogan Page.
(2009)

Delbridge, R., Gratton, L.,   *The Exceptional Manager.* Oxford: Oxford University Press .
Johnson, G. and The AIM
Fellows (2006)

Goleman, D. (2006)   *Working With Emotional Intelligence.* New York: Bantam Dell.

Goleman, D. (1996)   *Emotional Intelligence. Why it can matter more than IQ.*
                                                          London: Bloomsbury Publishing Plc.

Further Learning

Reading
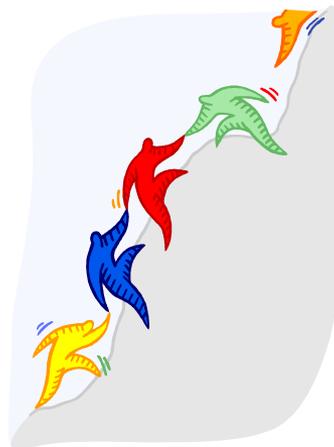
Hiatt, J. M. & Creasey, T. J. (2003)   *Change Management.* Colorado: Prosci Research.

Johnson, S. (1998)   *Who moved my cheese?* London: Vermillion.

Jones, J. H. (1988)   *Making it Happen - Reflections on Leadership.* London: HarperCollins.

Kotter, J. P. (1996)   *Leading change.* Boston: Harvard Business School Press.

Kotter, J. P. & Cohen, D. S. (2002)   *The Heart of Change.* Boston: Harvard Business School Press.

Newton, R. (2007)   *Managing Change Step by Step.* Harlow: Pearson Education.

Perkins, P. S. (2008)   *The Art and Science of Communication.* New Jersey: John Wiley & Sons Inc.

Shell, G. R. & Moussa, M. (2008)   The art of woo – using strategic persuasion to sell your ideas. London: Penguin Books.

White, C. (2004)   *Strategic Management.* Basingstoke: Palgrave Macmillan.

Change competencies

The art of "growing people" lies to a great degree in this stretching process...People's self confidence grows when they achieve more.

Everyone in your business must be continuously trying to improve his or her area of operations.

(Harvey Jones, 1988, p.62)