



Human Resources

UNIVERSITY OF COLORADO **BOULDER**

Living Through Change

Mike Murray

AVC of Strategic Initiatives

Department of Human Resources

Be Boulder.



University of Colorado **Boulder**

Presenter Bio

Mike Murray serves as the Assistant Vice Chancellor of Strategic Initiatives in CU Boulder's Department of Human Resources where he works across campus and at all levels to increase institutional alignment and operational effectiveness.

Additionally, Mike is the Founder and Principal Consultant at Perspicuity, LLC, a human resource and organizational development consultancy, focused on bringing clarity and pragmatic solutions to complicated business problems. Perspicuity's clients have included Rally Software (Computer Associates), Datalogix (Oracle), Accuvant (Optiv), and Tendril Networks.

In both of his roles, Mike combines his experience and deep functional knowledge with the down-to-earth approach for which he is known; to help executive teams, business leaders, and managers clearly define what they want and how to get it. He excels at understanding diverse perspectives and bringing people together in support of common goals aligned to business strategy.

Prior to founding Perspicuity in 2009 and coming to work with the University in 2013, Mike gained 20 years of global HR/OD experience working in leadership positions at Fortune 500 companies including Amoco, Ford, Sun Microsystems and Covidien.

Mike holds a Master's in Labor Relations & Human Resource Management and a BA in Marketing, both from Michigan State University.

Workshop Objectives

- Take stock of the changes you are living through
- Consider how those changes are making you feel & behave
- Understand change as a predictable and repeatable process
- Acquire tools to help you navigate the process of change
- Empower yourself to take control of the changes you listed



“A bend in the road is not the end of the road...Unless you fail to make the turn.”

-Helen Keller

Taking Stock of Change

Changes

- Working from home

Feelings

- Isolated
- Anxious
- Bored

Behaviors

- Calling friends
- Going on walks
- Staring at my screen like this...
- Acting irritated

Change Is a Process



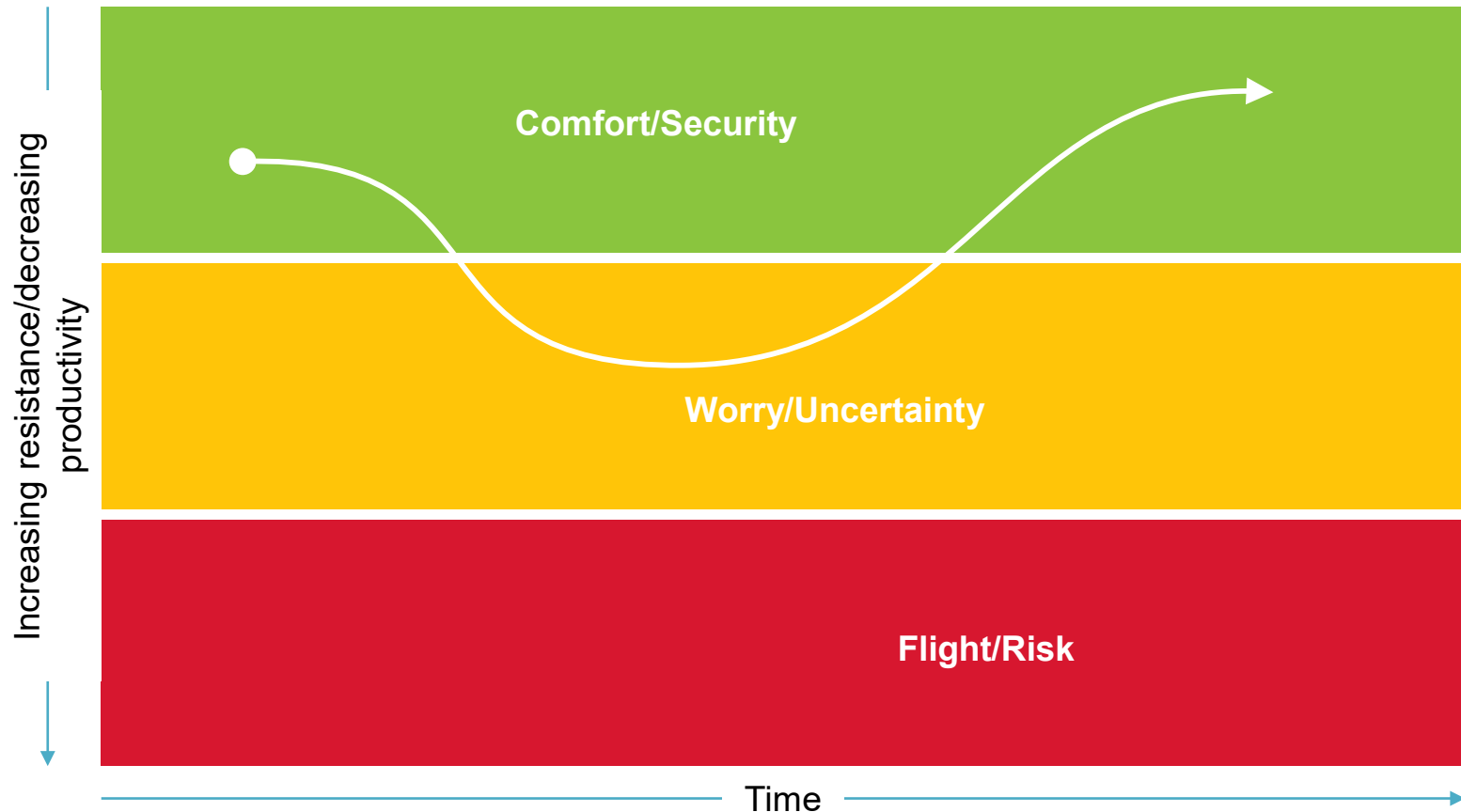
**Current
State**

**Transition
State**

**Future
State**

Mitigating Negative Consequences

With change, expect a decline in productivity and an increase in resistance.

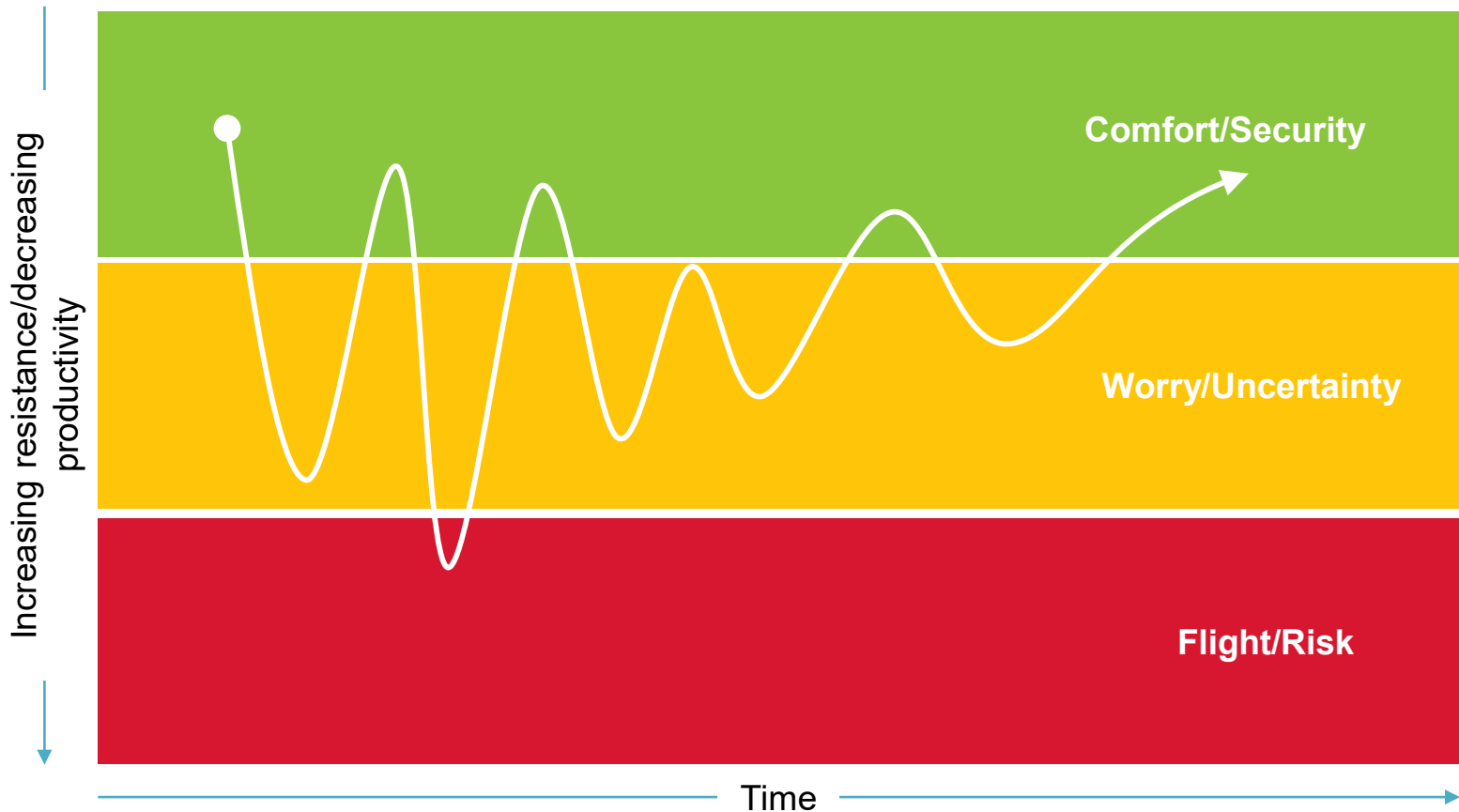


Prosci® Flight Risk Model

Be Boulder.

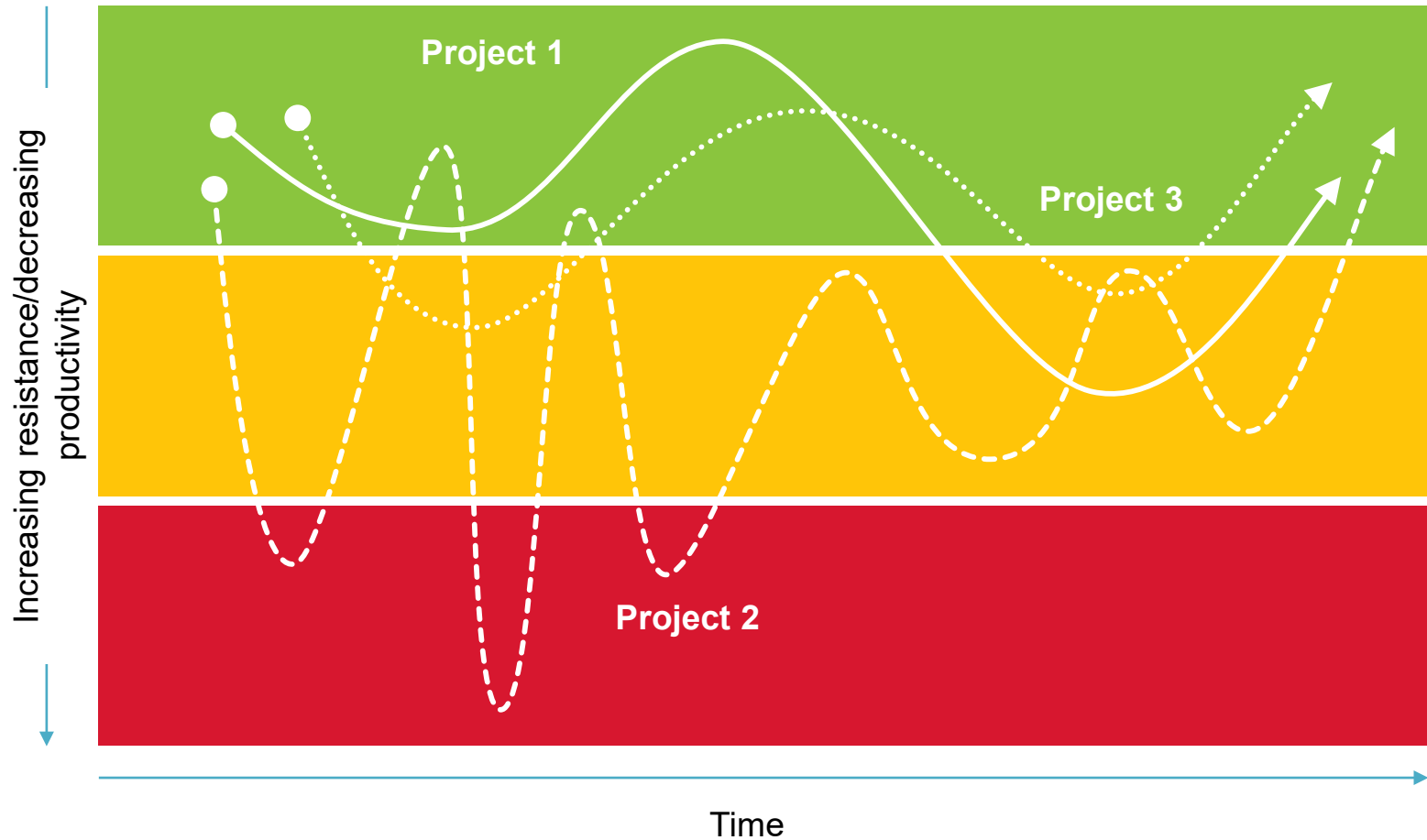
 University of Colorado **Boulder**

Change creates instability and introduces risk.



Prosci® Flight Risk Model

Change creates instability and introduces risk.



Prosci® Flight Risk Model



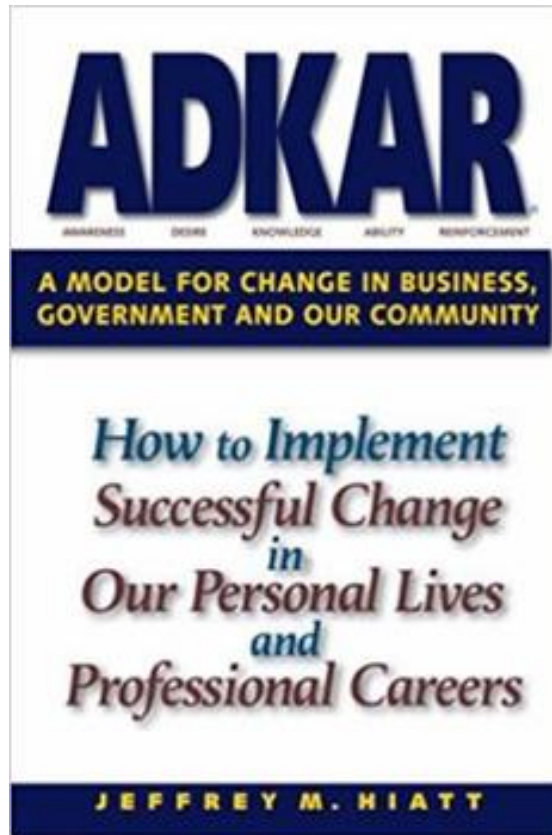
“All events are blessings given to us to learn from.”

-Elisabeth Kübler-Ross

The Stages of Grief & The Stages of Change

- Denial
- Anger
- Bargaining
- Depression
- Acceptance

Learn the Elements of Successful Change



The Five Building Blocks for Successful Change



Awareness



Desire



Knowledge



Ability



Reinforcement®

Be Boulder.



University of Colorado **Boulder**

The Five Building Blocks for Successful Change

Change Begins with Understanding Why



Awareness

What is the **nature** of the change?

Why is the change **needed**?

What is the **risk** of not changing?

The Five Building Blocks for Successful Change

Change Involves Personal Decisions



Desire

What's in it for me
(**WIIFM**)?

A **personal choice**

A decision to **engage**
and **participate**

The Five Building Blocks for Successful Change

Change Requires Knowing How



Knowledge

Understanding
how to change

Training on new
processes and tools

Learning
new skills

The Five Building Blocks for Successful Change

Change Requires Action in the Right Direction



Ability

The **demonstrated capability** to implement the change

Achievement of the desired change in **performance or behavior**

The Five Building Blocks for Successful Change

Change Must Be Reinforced to Be Sustained



Reinforcement®

Actions that **increase the likelihood** that a change will be continued

Recognition and rewards that sustain the change

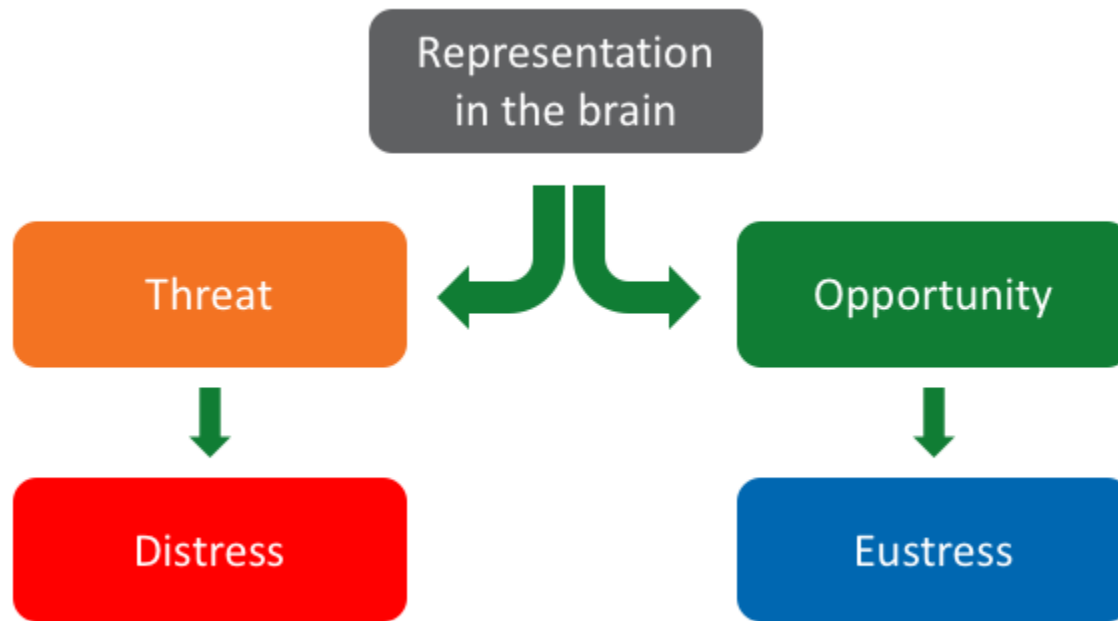
Questions



“If you don’t like something, change it. If you can’t change it, change your attitude.”

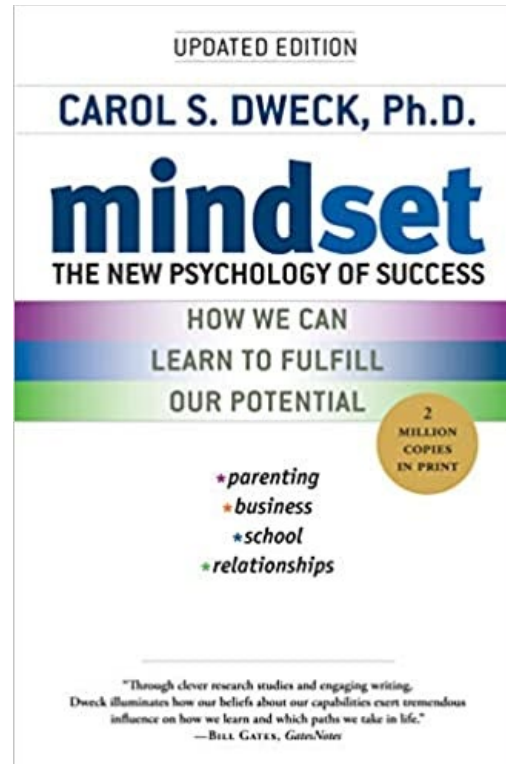
-Maya Angelou

Change Challenges Our Brains

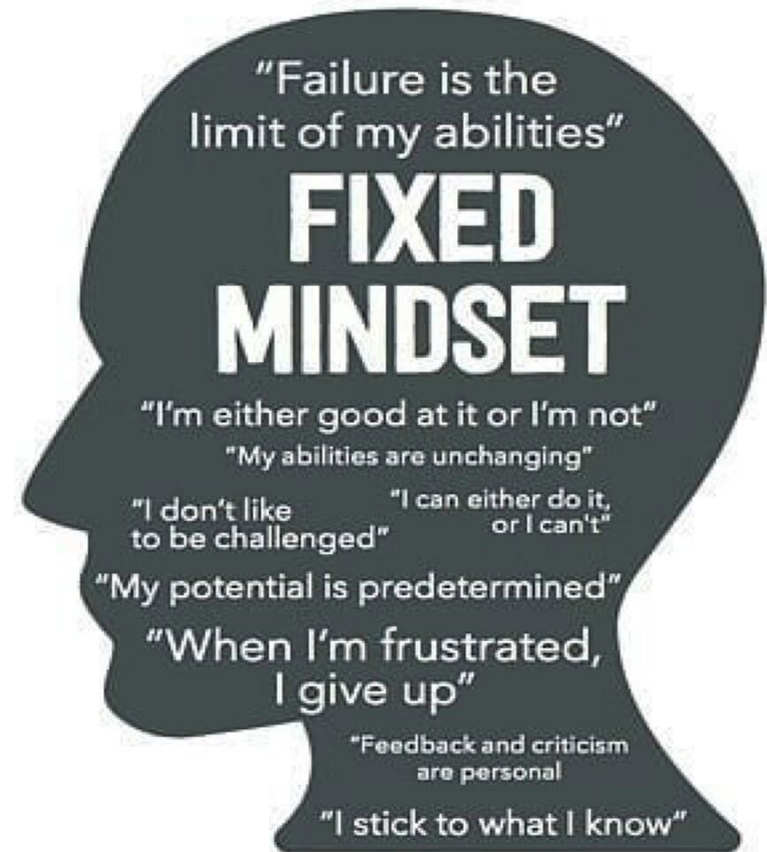
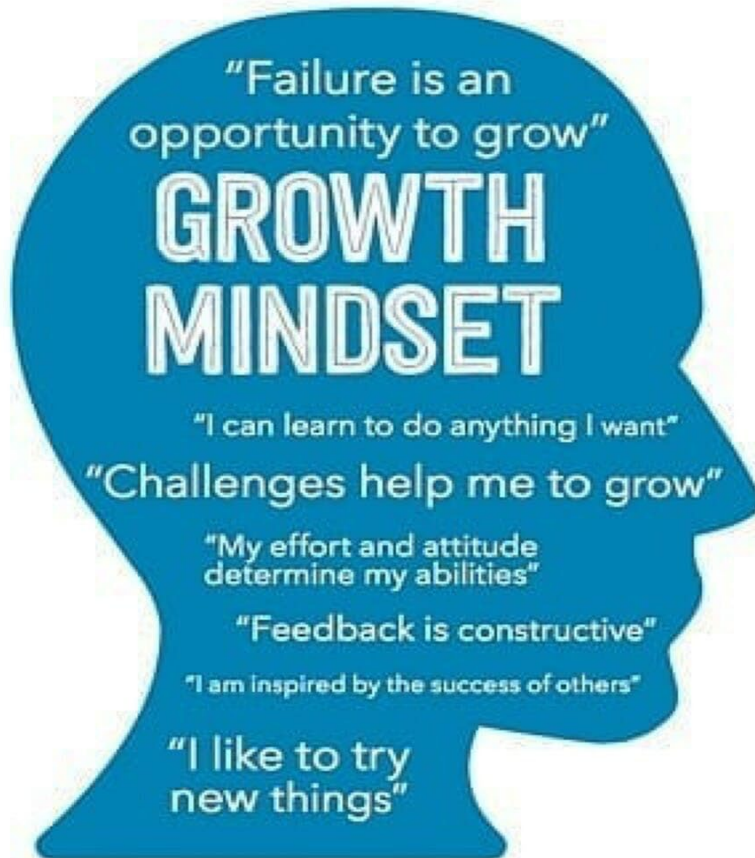


Source: NeuroLeadership Institute, 2019

Cultivate a Growth Mindset



Mindset

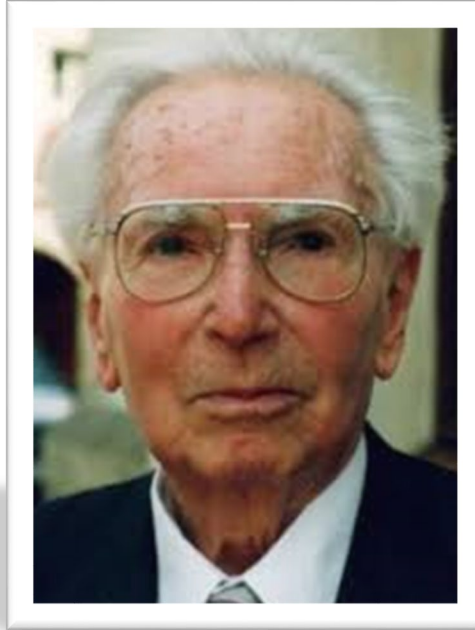


Be Boulder.

Activate A Growth Mindset

Good questions put us in a state of possibility:

- What can I learn from this?
- What steps can I take to help me succeed?
- Do I know the outcome or goal I'm after?
- What information can I gather? And from where?
- Where can I get constructive feedback?
- If I had a plan to be successful at [blank], what might it look like?
- What did I learn today?
- What mistake did I make that taught me something?
- Is my current learning strategy working? If not, how can I change it?
- What habits must I develop to continue the gains I've achieved?

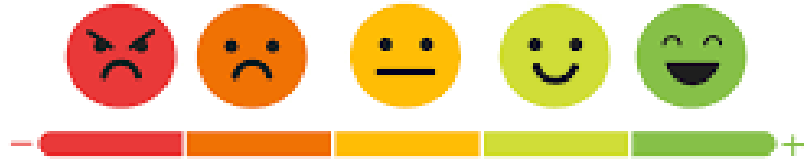


“Between stimulus and response there is a space.
In that space is our power to choose our
response. In our response lies our growth and our
freedom.”

-Viktor Frankl

Emotional Regulation Strategies

- Mindfulness
- Labeling
- Reappraisal



Managing Change is Hard

You are not alone

- Friends, family, colleagues, neighbors
- Faculty & Staff Assistance Program
- The Real Help Hotline
- SilverCloud
- Contemplative Resource Center
- Workshops for Self-Care & Personal Growth

You have tools

- Take stock of change
- Realize it's a process with 3 states
- Know that resistance to change is normal
- DABDA
- ADKAR
- Choose eustress not distress
- Cultivate a growth mindset
- MLR

Be Boulder.

Questions