Living Through Change

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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

<table>
<thead>
<tr>
<th>Changes</th>
<th>Feelings</th>
<th>Behaviors</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Working from home</td>
<td>• Isolated</td>
<td>• Calling friends</td>
</tr>
<tr>
<td></td>
<td>• Anxious</td>
<td>• Going on walks</td>
</tr>
<tr>
<td></td>
<td>• Bored</td>
<td>• Staring at my screen like this...</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Acting irritated</td>
</tr>
</tbody>
</table>
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
Change creates instability and introduces risk.

Prosci® Flight Risk Model

- Comfort/Security
- Worry/Uncertainty
- Flight/Risk

Increasing resistance/decreasing productivity

Time
Change creates instability and introduces risk.
“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

ADKAR
A MODEL FOR CHANGE IN BUSINESS, GOVERNMENT AND OUR COMMUNITY

How to Implement Successful Change in Our Personal Lives and Professional Careers

JEFFREY M. HIATT

Be Boulder.
The Five Building Blocks for Successful Change

Awareness

Desire

Knowledge

Ability

Reinforcement®
The Five Building Blocks for Successful Change

Change Begins with Understanding Why

What is the nature of the change?
Why is the change needed?
What is the risk of not changing?

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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

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Change Requires Knowing How

Knowledge

- Understanding how to change
- Training on new processes and tools
- Learning new skills

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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

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
THE NEW PSYCHOLOGY OF SUCCESS
HOW WE CAN LEARN TO FULFILL OUR POTENTIAL

CAROL S. DWECK, Ph.D.

parenting
business
school
relationships

“Through clever research studies and engaging writing, Dweck illuminates how our beliefs about our capabilities exert tremendous influence on how we learn and which paths we take in life.”
—Boz Geller, GenNext

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Be Boulder.
University of Colorado Boulder
Mindset

GROWTH MINDSET

"Failure is an opportunity to grow"
"I can learn to do anything I want"
"Challenges help me to grow"
"My effort and attitude determine my abilities"
"Feedback is constructive"
"I am inspired by the success of others"
"I like to try new things"

FIXED MINDSET

"Failure is the limit of my abilities"
"I'm either good at it or I'm not"
"My abilities are unchanging"
"I don't like to be challenged"
"My potential is predetermined"
"When I'm frustrated, I give up"
"Feedback and criticism are personal"
"I stick to what I know"

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
Questions