
HOW TO
MANAGE
CHANGE!

Real life advice to help you implement
and manage successful change in the workplace.

By Robert Way

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Book Dedication

I dedicate this book to every person that finds themselves experiencing change right now and to all the people that want to minimise the impact change has on others.

I also want to say thank you to my wife, who puts up with my obsessed nature, when it comes to PD. Without her support, none of this is possible.

Rock and Roll
Rob

P.S. What's the one thing you don't do, that would cause the most positive change in your life?

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Introduction

Welcome to this eBook on change, thank you for taking the time to continue your personal development.

I am excited to share with you the tools and strategies that I know will help you get what you want out of the change you are implementing.

It is your job to consider each section, apply it when implementing a change, and come up with your own conclusion what I am suggesting.

Each section you apply will help to improve the outcomes you are aiming to get, by implementing change in your workplace. All I ask is that you go 'full out' with each suggestion, and if you need a hand, let me know and we can arrange a quick support session.

Remember to join in on the discussion on [Facebook](#), if you want support from other people going through this program and others. Ask questions, and most of all, have fun. You can also connect in with me via the comments section of my website, www.robertway.com.au.

Thank you again for taking the time to continue your personal development.

Rock and Roll
Rob

P.S. What's the one thing you don't do, that would cause the most positive change in your life?

4Matt of Change

If you are responsible for implementing change at work, regardless of scale, there are four key things you need to be able to answer for the people affected by change.

Why is the change happening

What is the change

How will the change be implemented

What are the potential rub points (what if)

Why

There are people in this world that like to know the why! They ask questions like "why do we need to change", or say things like "yeah, but why". The why person needs the why up front, if you don't mention why the change is happening and you go right into how you want them to change, it is entirely probable that they will not even hear you, until they know why.

What

The what person is looking for the evidence, the details, the background and any other information that describes what is changing and how that decision has been made. Though they may not overly focus on the why, they will not listen to how the change will happen, if they believe you have not sufficiently described what is changing and the background behind it.

How

The how person is the one waiting to be told how to implement the change. What do they need to do, what action do they need to take. They mostly don't care about the why and the what, they are waiting for the how.

What if

The what if person is thinking about all the things that could go wrong, they are thinking about the other ways you could implement the change, they are thinking about how it could be done better. The what if person wants an opportunity to talk about all of those things and will be able to point out where there could be issues. The what if person may show some interest in the why, what and how, but to keep them on board you will need to give them a chance to be heard.

What does all of this mean? When thinking about implementing a change you will want to be able to answer the why, what, how and what if. Then, when it's time to ask people to change you have the perfect template to communicate with.

You might say something like the following if you were responsible for changing how staff are rostered:

"There are changes happening to the roster.

The reason why this change is happening is to provide an opportunity for new team members to work at busy times for the store.

What has happened in the past is new members have been rostered on in the quiet periods, providing time for training, but not exposing them to enough customers. As a result, the area manager and my self decided to change the roster to have one experienced member on, on Saturdays, with two new team members.

How this will work for the next few months is, I will need all experienced members to give up two Saturday's per month. These shifts will go to the new team members.

What's the rub? For the next few months some team members will miss out on Saturday shifts. To try and bridge the loss in pay, we would like to offer an extra hour of work for each team member that has given up a Saturday shift. Though this won't cover the losses time, we hope the shortening in training times will have an overall improvement to the team. Once training is complete, we plan to return back to the standard rostering process.

Are there any questions or issues people would like to raise?"

Though this example is highly specific to a retail scenario, the theme of what, what, how and what if should be clear.

Towards and Away From

So if you know the 4matt of the change you are implementing, the next thing you want to be able to answer is what you are moving towards and what you are moving away from.

This comes right out of NLP '[Meta Programs](#)'. Among other things, people will either be 'towards' focused or 'away from' focused. What this means is, some people are more motivated by what they are getting away from and others are more motivate by what they are moving towards.

An example of each might be:

Towards

When I go to the gym, I am thinking about how good it will be when I am stronger, fitter, leaner and really, really healthy.

A person that is thinking like this is focused on the destination, what they are aiming for, where they are headed, they are focused on what they are moving 'towards'.

Away From

I go to the gym because I don't want to be weak and unhealthy anymore, I keep going so wont be fat when I am older.

A person that is thinking like this is focused on where they are coming from, what they are trying to get 'away from'. They are interested in getting away from something.

Depending who you talk to, each is the right way of thinking about it. For you, as a person responsible for implementing change, you want to be clear on both. This will mean you can clearly communicate what you are moving away from and towards, when describing change.

For example:

The reason for X change, is so that we can get away from people hurting them selves in the storage room, and move towards a healthier and safer work place.

So in short, you want to know what you are getting away from and moving towards, as a result of the change you are implementing.

A Possible Mindset

"Ultimately I don't care how we get there, I support the outcome"

If your team knows the outcome of a change and they all agree they want to get there, how hard the change is or how it is executed can be pushed past if people can get their minds to 'I support the outcome'.

So the question you need to answer is, what is the big picture? What is the outcome?

The short version of my work on [Goal Setting and Outcomes](#) is:

State in the positive exactly what you want

Ensure it is focused towards what you want

If you can answer these two things, and your team wants what you state, then the mindset of "Ultimately I don't care how we get there, I support the outcome" just might be in reach for you and your team.

The Rub

If you cannot answer the question, "whats the rub", then you don't know your customer, your staff, or how the change is going to impact your business.

One of the most key things to your success is understanding exactly how your change will impact your team and your customers. It will require you to put your self in others shoes to get a sense of how they will take the change. By putting your self in someone else's shoes, you will be able to have more empathy for the impact it will have on them.

One activity I have done multiple times to get other people perspectives on a situation, is an activity called '[Perceptual Positions](#)'. The short version of this activity is to do the following:

"We are changing X and it will impact everyone in Y way"

Looking at this from your own perspective, what is the impact and issues you will experience?

Looking at this from members of staff and/or customers perspectives, what is the impact and issues they will experience (as if you were them)?

Looking at this from an outside observers perspective, what is the impact and issues you can see everyone experiencing (as if you were the observer, observing the change happening to others)?

If you can imagine your self through this exercise, you should end up with a good list, from multiple perspectives, on the issues and challenges associated with implementing a change.

Check out the '[Perceptual Positions](#)' activity on my website (www.robertway.com.au) for more details on how to be successful with this activity.

Resolving Resistance and Conflict

I am going to assume you have been following my blogs on change to date, which means you know the answer to the 4matt of change, you know your outcome, you know the rub points, you have been able to answer what you are moving towards and away from and you have clearly communicated all these things to your team. Even with all this preparation, you are still hitting blockers.

If this is the case, there are a few things you are going to want to do. One of which starts by reading '[Communicating Like a Boss](#)' and going right to the section on 'Rapport'. Key to your success with helping someone resistance to change, is going to be your ability to build 'Rapport' with them (you can also check out '[Phone Rapport](#)' and you will get the general sense of building rapport).

Next you are going to want to find why they are resistant, why don't they want to change, what is it about the outcome they don't agree with. Keeping in mind, this is not the time to win the person over, it is the time to listen and validate with them that you have heard what they said. This is easily done by repeating back what you think they said and ensuring they agree that you understand.

Next, you want to find out what they would want to happen differently, not with the promise of changing the change, but providing them an opportunity to give their thoughts and be considered.

Finally, agree to come back to the issue one hour/day/week from this moment and talk about the outcome and to see if their position has changed and if they still want to take part in the change.....

Wait, what..... I feel like there is something important there?

If people do not want to be a part of change, you legitimately need to consider that they may not want to work in this environment any more and that should be provided as an option with no hard feelings. Sometimes when things change, those changes impact peoples values, beliefs and reasons for working for a company. You need to be prepared that people will leave, depending on the gravity of a change.

Now, with that out of the way, what other things can you do to help overcome change resistance?

Enable peer to peer bitching

Giving people a recourse free way to bitch and moan about a change can be very cathartic and enable them to get on board with the change (so long as it does not get in the way of their work or negatively impact customers perception of the team).

Listening

Providing the team access to multiple mediums to be heard including: open conversations, suggestion boxes, email addresses and any other form a person might like to use to communicate in their own unique way.

Keep in mind, it is highly likely that the change is happening, regardless of what team members might think or say. With this in mind, spend lots and lots of time listening and very little time trying to convince people it is the right thing for them and that they should get on board.

Defining your place in the new world

The ultimate reason people resist change is that they don't understand their place in the new world order. If you want to help people get past their issue with change, you need to clearly spell out how they will be a part of the business going forward and that they are valuable to the success of the team going forward.

When doing this, make sure it is not a group email out, to get the best results talk with people one on one to communicate this.

If you have done all of this and there are still issues, it is time to move onto the next change topic, steps to take when a person doesn't want to change.

People Don't Want to Change

We get wedded to doing things in a certain way and we want to keep doing it that way. And more times than not, the reason people resist, is because they haven't been asked about the change and they don't feel heard when asked.

So if you are working with someone that does not want to change , there are a few things you can try. Before you consider parting ways, which might be the right thing to do in the end.

Step 1: Ask

What is the issue

What do they want

Step 2: Listen

What do they say

Does it still enable the outcome of the change or block it

Step 3: Validate What you heard

Repeat what you heard

Make sure they agree you have understood them

Step 4: Provide Options

Offer the person access to:

A new teams

A new roles

Training

Personal Leave

A mentor

Step 5: Ask if they want to leave

And let them if they want to.

If you have done everything in your power to help someone get on board and they decide that is not for them, the damage a person like that can do to change in an organisation is far greater than the cost of a redundancy.

Review, Wrap up, Goal Setting, & the Way Forward

You are amazing!

If you are reading this, you must have had some success implementing change in your company. It may have taken you days, weeks, or months to get to this point, but you did it.

If you are reading this, I know you are committed to your your future and to your success. So in this moment I ask you to celebrate!

Now, at the end of this eBook, I assume you are ready for what ever happens next.

If you are anything like me, this is not the end of your personal development journey. So I would ask, if you have not done so already, join my personal development group on Facebook (www.facebook.com/pdbok), and follow my blog at www.robertway.com.au.

Finally, with your new insight into change, you must set your next goal. Take everything you have learnt over this program, and set a big, out of this world, change your life goal. Something that will mean, everything you have learnt is applied, re-used, and life change, well into your future.

So for the final section of this eBook, answer each goal questions below, then summarise it into a succinct statement. Then message me and I will help you take that goal out into your future, helping to guarantee your chance of success. Ill do this for free, to say thank you for reading through this eBook.

Goal Setting Questions:

1. What specifically do you want?
2. Specify your present situation and be associated in it, answer: Where are you now?
3. Clarify your goal using all your senses by asking:
What will you see, hear, feel, (taste or smell) when you have it?
4. Specify the evidence you will have, when you know you have it:
How will you know when you have it?
5. Design it to be congruently with your purpose; and increases your choices:
What will this outcome get for you or allow you to do?
6. Ensure that it is self-initiated and self-maintained (not for someone else):
Is it only for you
7. Put it in context to get clearer overall picture of where you will be when you get it:
Where, when, how and with whom do you want it?
8. Confirm what you need to get your goal, and what you already have:
What do you have now, and what do you need to get your outcome?
 - a) Have you ever had or done this before/
 - b) Do you know anyone who had it?
 - c) Can you act as if you have it?
9. Check that desired result is good for you and your world:
 - a) For what purpose do you want this?
 - b) What will you gain or lose if you have it?
 - c) What will happen if you get it?
 - d) What won't happen if you get it?
 - e) What will happen if you don't get it?
 - f) What won't happen if you don't get it?

Outcome Statement

Now that you have your goal, you want to create a succinct statement that is specific to that goal, make sure it meets the following criterion:

1. State in the positive.
2. You must initiate.
3. Associate into end step/evidence procedure using heightened senses.
4. Dissociate from end step picture to create drive to reach it.
5. Confirm it is positive.
6. Realise there is more than one way to get the outcome.
7. Make end step realistic, within your realm of possibility, to build confidence for further successes.
8. Make sure outcome increases choice.

And now, complete this statement:

It is now _____ (Future Date)

I am/I have _____ (End Step)

Thank you again for taking this journey, I hope you got what you were looking for and more.

Conclusion

Personal development is an obsession to me, one that I will have for life. It is my goal to continue producing PD content for the world, based off the courses I do, the books I read, the content I find on the internet and from my person experiences applying what I have learnt in the real world. I hope you choose to continue your personal development journey with me, as well.

There are a few key people I would like to thank, that have inspired me to keep going down this path, that have taught me so much, and continue to motivate me. Thank you Anthony Robbins, Christopher Howard, Tad James, Caron Egle, Grant Cardone, Ian Westbrook, Duane Alley, Seth Godin and many, many more.

If you are looking for other books or content to consume, I would like to recommend the following:

The 10X Rule; Grant Cardone
Mastery; Robert Greene
The Winners Dream; Bill McDermott

These are just a few, of the hundreds you will find on your PD journey.

Rock and Roll
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PS. What's the one thing you don't do, that would cause the most positive change in your life?