

Making Change Personal



...a better way to manage

the
happy
manager

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HOW TO BE A BETTER MANAGER

Making Change Personal

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How to be a Better Manager...

Making Change Personal is one of a series of practical, thought-provoking guides, designed to help you deal with a wide range of management ideas, activities and situations. Whether you are a new manager, or one who wants to hone or develop existing skills, we're sure you'll find something valuable in any of these guides.

This series of e-guides is published by Apex Leadership Ltd. The guides have been developed by a team of professional managers, consultants and educators. The full range of titles is available from [Apex Leadership Ltd](#), or from [the Happy Manager.com](#). Use these guides to benefit from our wealth of management expertise. Let us help you find: **a better way to manage...**"

Phil Higson & Anthony Sturgess
Directors, Apex Leadership Ltd

Using the guides

Each guide contains information, insight and inspiration on essential management topics. The best way to use the guides is to read through each section in turn, ensuring you pause for reflection wherever you see the "Consider..." points. Be sure to answer any questions posed, wherever they appear - they are there for a reason!

Consider ...

Tools ...

After you've worked through the guide, work through the tools. These have been designed to help you use and develop the advice given in the guide. Click on the tool buttons where they appear for an in-text hyperlink to the actual tool. At the end of each tool you can simply click on the "return" link to get back to your place in the guide.

Tool 1 is the summary checklist. This both summarises the contents of the guide, and gives you actions to take to ensure you use it!

[Tool 1](#)

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Making change personal

Whilst change has become a common part of the language in our organisations, it remains a complex and uncertain path to take. Yet paradoxically, though a whole industry may have developed to promote ever more complex models for change management, change is natural too - nothing stays the same!

Managing change is no easy task, and how we think about a change can significantly affect our approach to change.

Change is always personal. Coping with change requires recognition of both how it affects individuals, and strategies to personally manage change.

It requires us to explore how we can develop our capacity to make personal changes, to better cope with change, and to help shape the changes around us.

Change affects us all in different ways. How can you better cope with change and help shape it, rather than simply be a victim of whatever happens?

In this guide we will help you to:

- Assess your own approach to change.
- Recognise the need for personal change.
- Develop skills to manage the transitions through stages of change.
- Maintain energy to cope with change.
- Make the most of changes.
- Cope with uncertainty.
- Find your own motivation to shape change positively.

When a change is proposed in the workplace, almost invariably our thoughts turn first to how we think it will affect us. From the start, change seems to be personal, so our own initial response to change is important. If we're not really aware of this it can easily take us down a difficult path, simply because of the initial assumptions we have made. Being aware of how we react to change, and the choices we have, are the first steps towards shaping change positively. One of the goals of this guide is to help you to do just that, to:

Shape change positively.

Consider ...

as Charles Handy put it:

"Change, after all, is only another word for growth, another synonym for learning, we can all do it, if we want to."

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How do you make change personal?

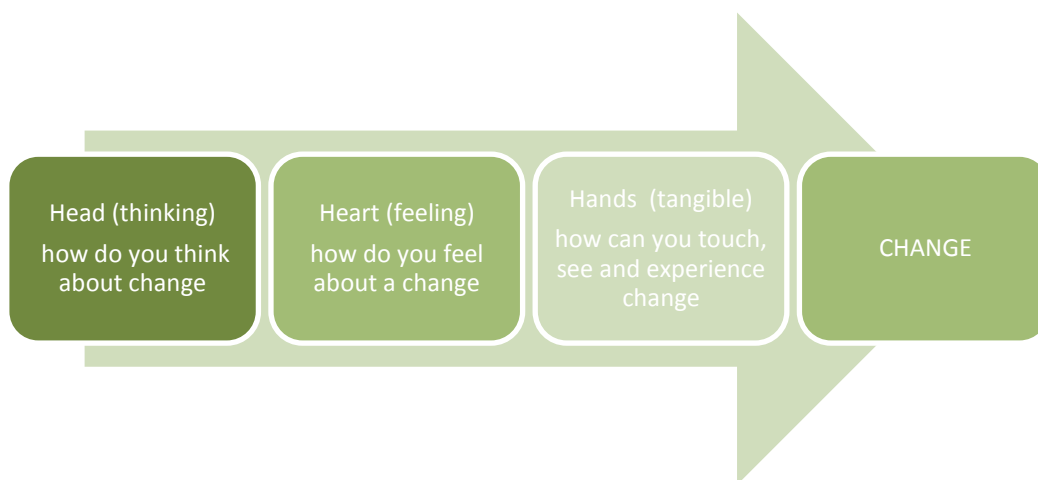
So how do you engage with change in a way that helps you to shape it positively? One way is to view change through three lenses:

- How you think about change
- How you feel about change
- How you sense and experience change

The metaphors of head, heart and hand provide a useful way to think about the personal nature of change - as something that engages you. For example, of course it's important to think rationally about change, using the first lens. But to be engaged, this alone is not enough. You need to engage the heart as well.

The heart relates to the second lens, your feelings and emotions. These are often far more influential than any simple, rational response to change.

The third lens relates to the hands. This means trying to gain an early experience or sense of what the change looks like, what it is likely to do. Trying to visualise the change, or making it tangible is also a powerful way to engage and make it personal.



Of the three lenses organisations often focus much of their effort on the head, thinking and making the "case" for change. The problem with this approach is that the case that's made often misses what might be considered the two most important factors: how we feel about change and whether the change is being made tangible and real.

Think about a recent change you have been involved with at work. How did you react initially to the proposed change? Think about your reactions from the perspective of the head, heart and hands.

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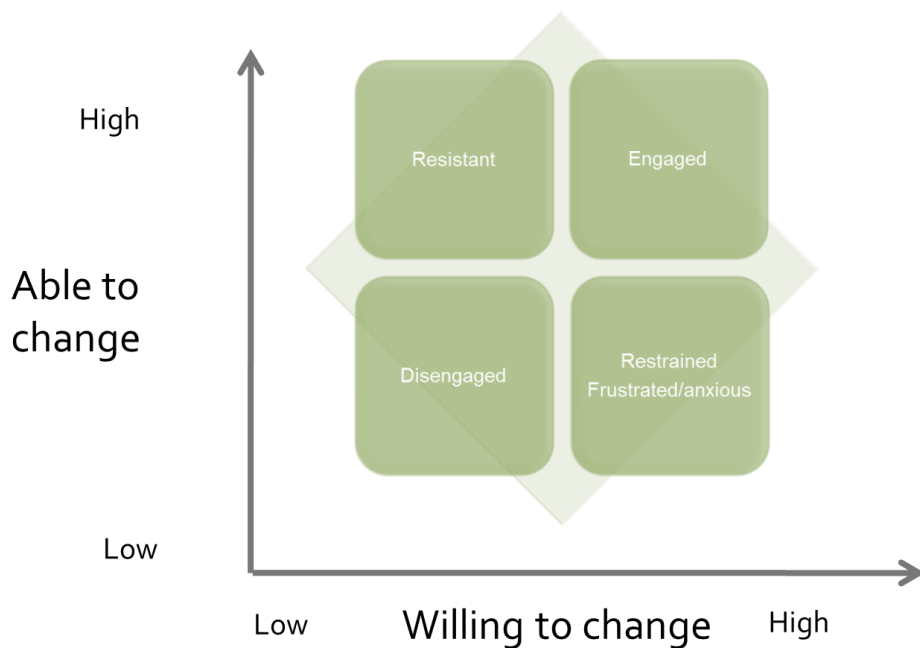
People view change differently

There can be a wide range of factors that affect the way people view change. These factors, when combined with the complexity of human emotion, can result in an equally wide range of responses to change.

It's useful to be aware (and self-aware) of some of the factors which can influence a response to proposed change. These include:

- Previous experience of change.
- General attitudes tending towards optimism or pessimism.
- Self-interest.
- Different assessment of the need for change or of the proposed solution.
- Levels of trust and understanding.
- Control and involvement in the change.
- Gains and losses.
- Personal circumstances.

One simple way to map an individual's view of change is to compare their *willingness* to change with their *ability* to change. Where there is a disconnect between these factors, the result can be someone who is either resistant, restrained or disengaged. The optimum scenario is to manage change in such a way that people are both willing and able to make the changes required. These relationships are illustrated in the diagram below:



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Tool 2: Personalising change

One of the first steps to take in order to personalise change is to connect it to something you care about. Make notes in the right column of this tool to help you think about what the change means to you personally.

How you can connect the change to something you care about.	
How you see the change from your perspective.	
How the change impacts you personally.	
How the change impacts you positively.	
What opportunities the change might create for you.	
How the change impacts your customers.	

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Join the conversation: bookmark the Happy Manager blog.

(www.the-happy-manager/blog) Leave any comments, suggestions or examples of your own experiences for the benefit of other readers.

Titles available:

How to be a Happy Manager
Have a Good Workday
How to Build a Happy Workplace
Workstyle, Lifestyle

Build a Better Team
Team Building Exercises
Team Health Check
The Problems with Teams
Why is Teamwork Important?

Leadership Essentials
Defining Leadership
Leading with Style and Focus
Leading Insights

Transformational Change
Sustaining Change
Making Change Personal

It's All About Performance
15 Performance Management Tips
Managing Performance and Potential
Performance Management Skills
Performance Management Toolkit
Conducting a Performance Review
Manage Your Own Performance
Motivating Performance

Managing for Strength to Strength
Managers Make the Difference
Re-defining Middle Management
Do More with Less
Managing Time and Priority
Extreme Thinking: Unlocking Creativity
SMART Goals, SHARP Goals
Making Better Decisions
What's the Problem?

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