

Psychology of change



Interact with us



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Ask a question	Attachments	Vote	Rate this	Details
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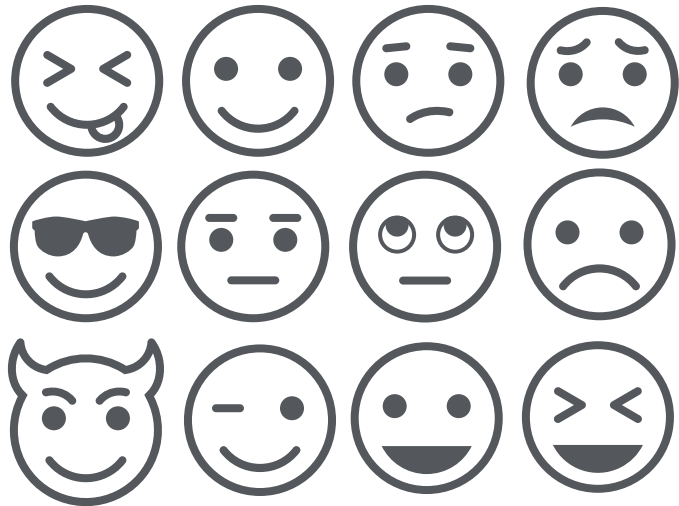
Ask a question

Type your question here...

Not hearing audio? [Click here for help](#)

Send question

How would you describe change?



Change is...



Poll: choose the response which best represents how you would describe change

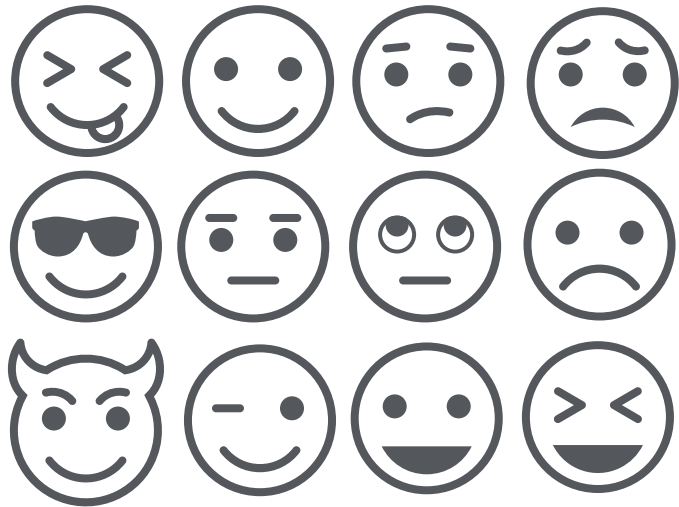
Your presenter

Claire Bremner, CPsychol

- Principal Consultant, The Myers-Briggs Company UK Professional Services
- Chartered Psychologist (British Psychological Society)
- Registered Psychologist (Health & Care Professions Council)
- MSc Occupational Psychology and BA (Hons) Psychology
- EMCC accredited coaching qualification
- Certified the FIRO®, MBTI® Step I & II, CPI 260®, TKI, EIP3, EQi-II, 16PF, OPQ, HPI, HDS, Dimensions and Wave



How would you describe change?



“Change is...inevitable -
except from a vending
machine.”

Robert C. Gallagher, author





Takeaway

Change is **experiential**



Two skydivers in blue suits with black bags are floating in the air. The person in the foreground is wearing a black helmet and goggles, and the person behind them is also wearing a black helmet and goggles. They are both looking down at the ground.

Ok, there was a small change... the blue bags have the sandwiches, the black bags have the parachutes.

A skydiver in a blue suit with a red helmet and a rainbow parachute is floating in the air. The person is wearing a red helmet and goggles, and the parachute is a vibrant rainbow color. They are looking down at the ground.

WHAT?!



Takeaway

Change is experienced
individually





Our mission is...

**...to inspire everyone to lead more
successful and fulfilling lives**



USING
BUSINESS
..... AS A
FORCE  **GOOD**

Session roadmap

1

Explore **factors to consider** during times of change

2

Experience change through a **simulation**

3

Brief walk-through of one institution's **major change initiative**

4

Key takeaways and Q&A

Key takeaway

Deeper appreciation of how change can be more **successfully navigated** through the power of **psychological insight**

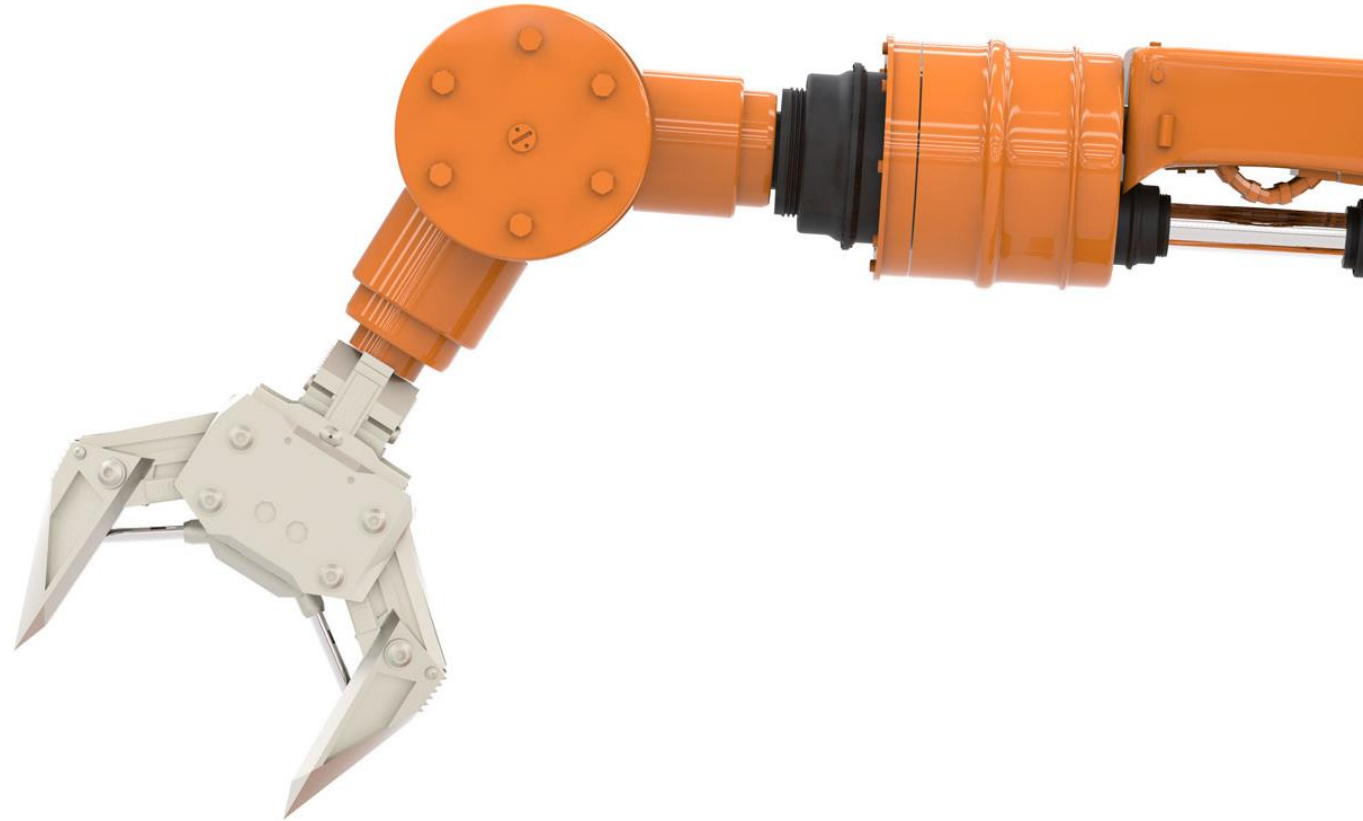




Drivers of change

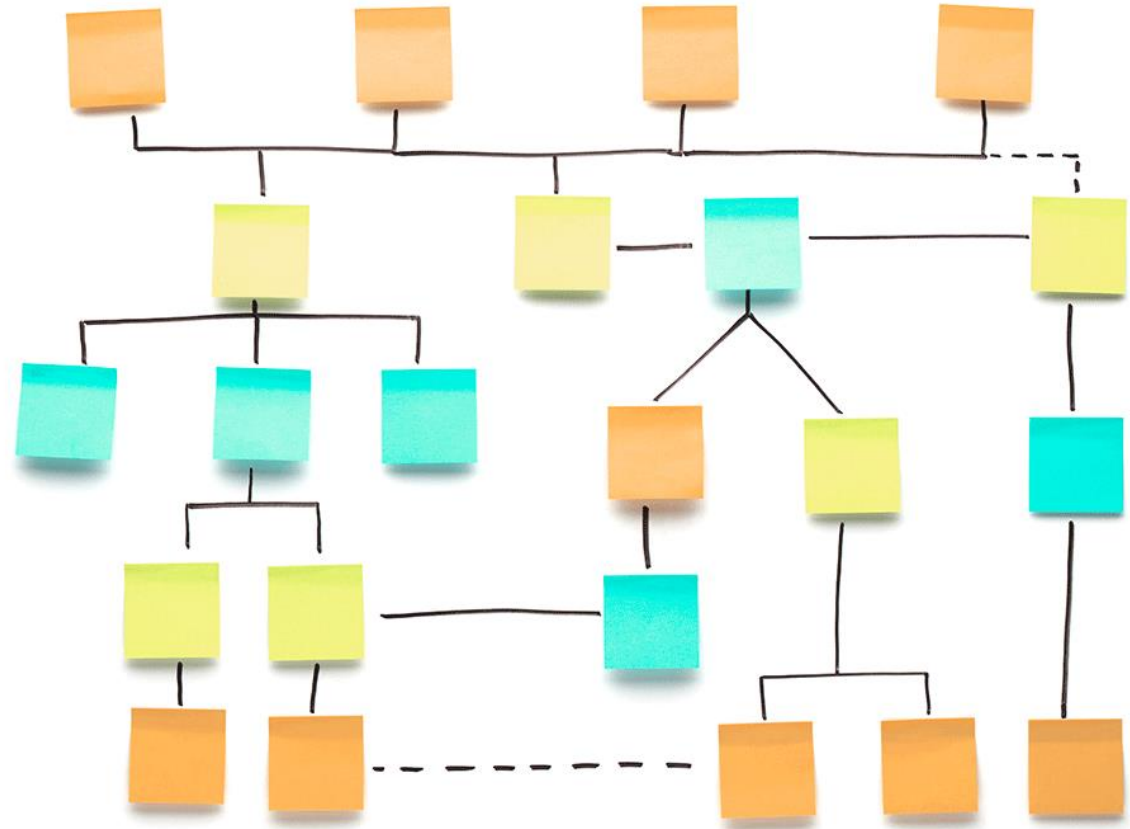
Technology

- Transforming how we work
- Driving new and improved products
- Re-shaping business processes
- Replacing human intervention



Reorganization

- Mergers
- Acquisition
- Rapid growth
- Downsizing
- Re-strategizing



Ways of working

- Globalisation
- Project teams
- Virtual teams
- Virtualisation





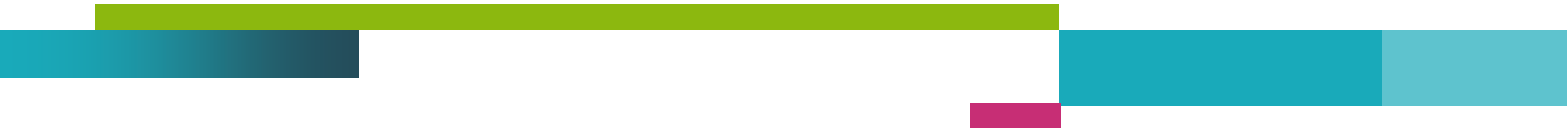
Takeaway

Employees are asked to
change constantly





Experiencing change





Business simulation



Mission: To provide the best products of all time.

Slogan: "We bring you the best products."

MVP best-selling product of all time

Yes, you guessed it! The inventors of the "SmartSocks" with embedded Bluetooth tracking so you never lose a sock again!
Over 10 million sold!



Presentation brief for Q1 shareholder's meeting



You have 5 minutes!

2020 Q2 product line announcement:

Flex-n-fitted trousers – New “Keep your pants” technology lets you go up / down 3 sizes with patented micro memory fibers that mold to you

Smart messenger bag – New “Keep your stuff” technology w/built-in anti-theft alarm for when your bag is moved 50+ feet away from you

Your Task:

Brief go-to-market pitch – write a compelling 60 second story of a customer using our new 2020 products. (Scene + subject + situation).



ProductsofAllTime, Ltd. 

Presentation brief



You have 5

From: john_snow@bestproducts.com

To: claire_bremner@bestproducts.com

Subject: For upcoming shareholders' meeting

Hi Claire,

The go-to-market story pitch sounds great, but we are thinking that instead of a pitch, we want a business reason for the products. In particular, what % of total new revenue each of these products will provide in the first year of market penetration.

Thanks,

John

John Snow, Shareholder
Best Products, Ltd.

"We bring you the best products."

Meeting

ement:

your pants" technology
ented micro memory

our stuff" technology
r bag is moved 50+

compelling 60
mer using our new 2020
(scene + subject + situation).

Debrief – Business simulation

What was your reaction to the change? / Impact for you personally?



**Please comment in
the questions section**

*On your own...think of a change event
you have gone through in your
workplace that is along the lines of
this business simulation?*





“

Most people hate
change

”

Not true!





Takeaway

How we feel about change,
can shift from change to
change



Types of change



Intentional change

For decision makers, change:

Is a conscious, considered decision

Solves problems

Provides opportunities

Can provide motivation, energy and commitment

Types of change

Imposed change

For employees, change:

May seem sudden and abrupt

Creates problems

Disrupts routines/procedures

Can lead to demotivation, resistance and resentment





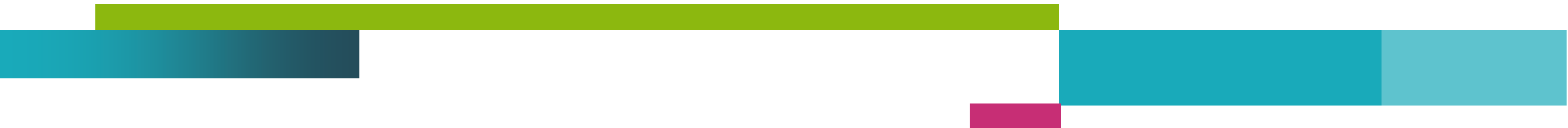
Takeaway

Ownership influences our
responses to change

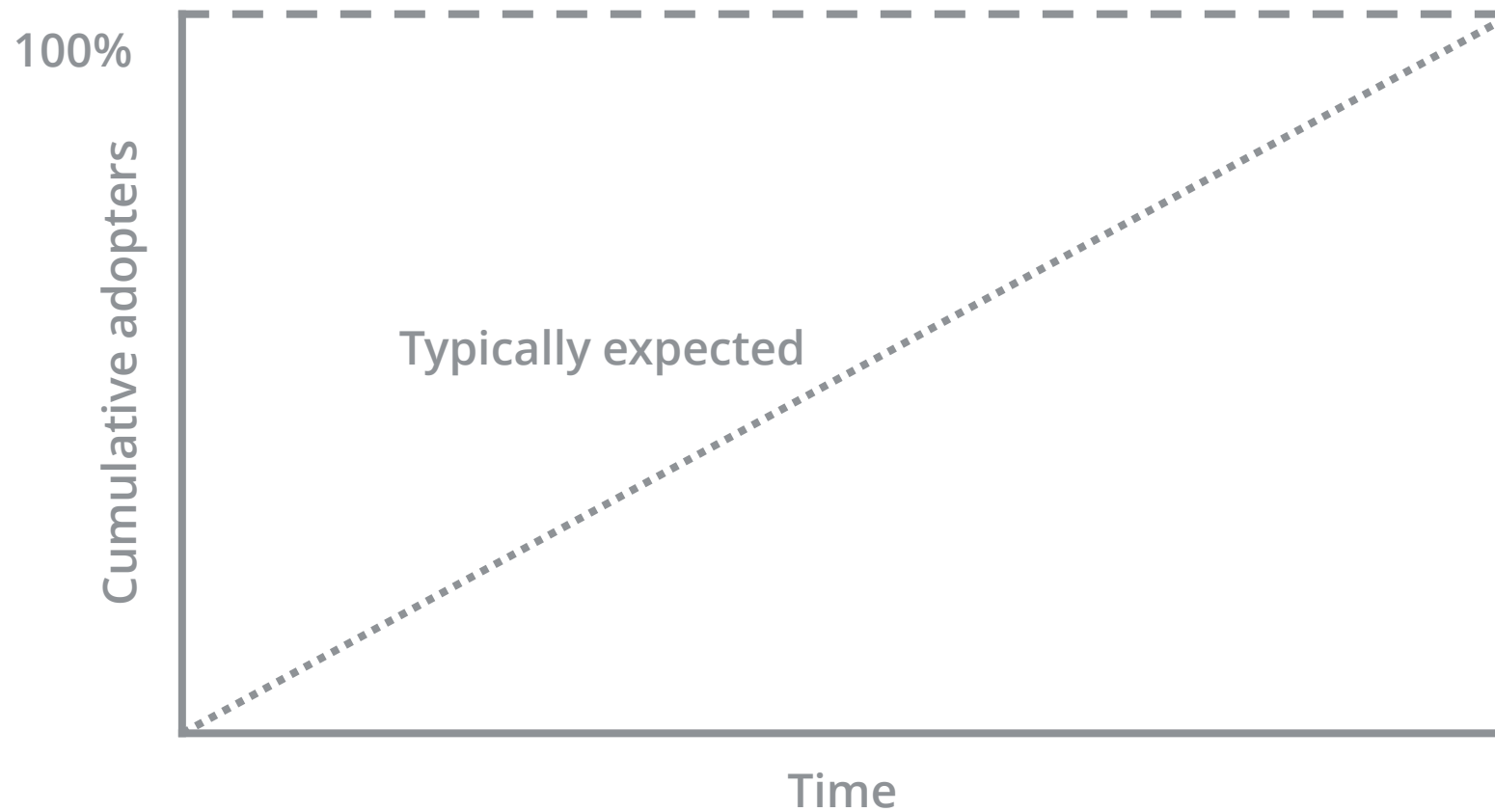




How do we successfully
navigate all of this change?

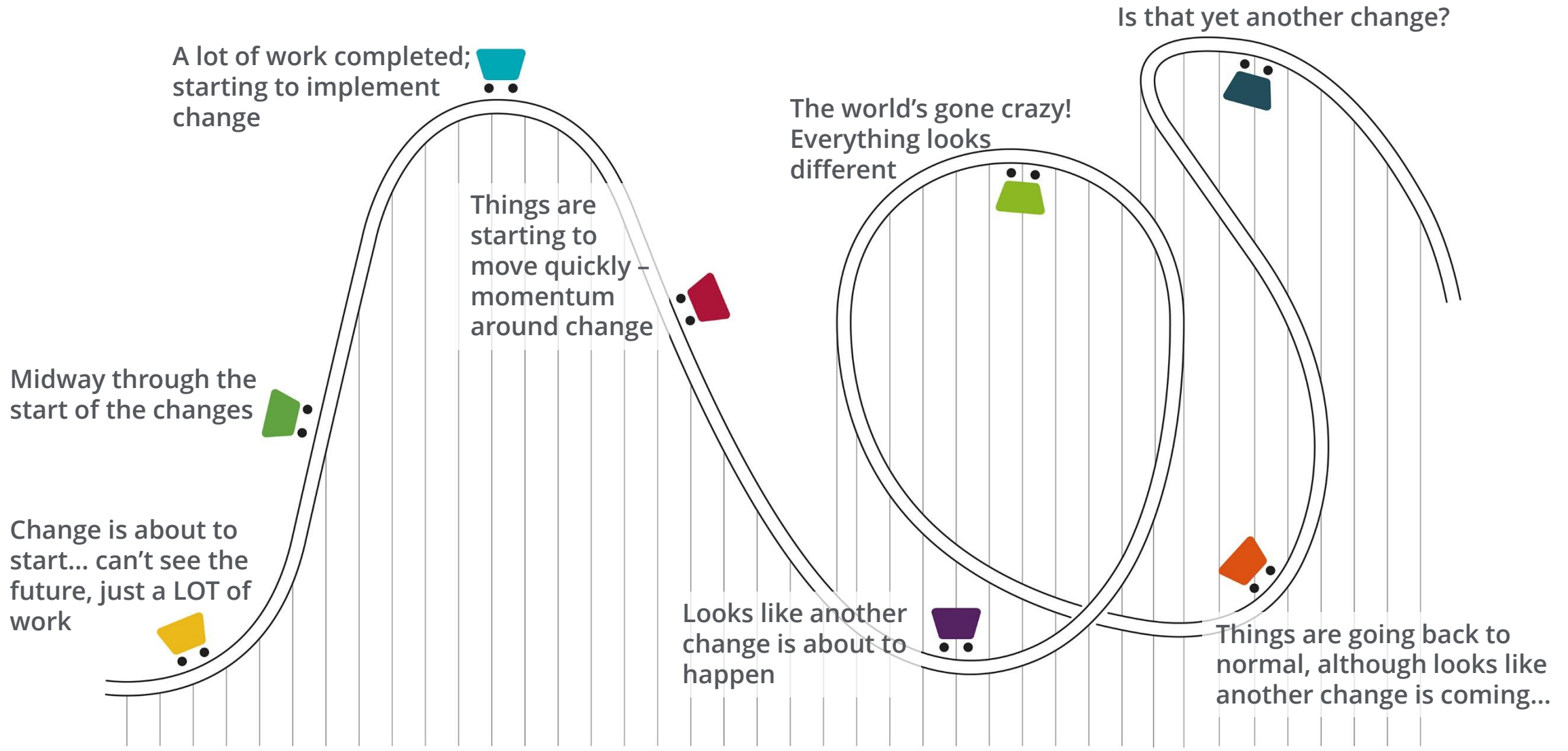


Adoption curve - ideal



Source: Gaba, V. (2017), "Leading Change", INSEAD.

Experience of change

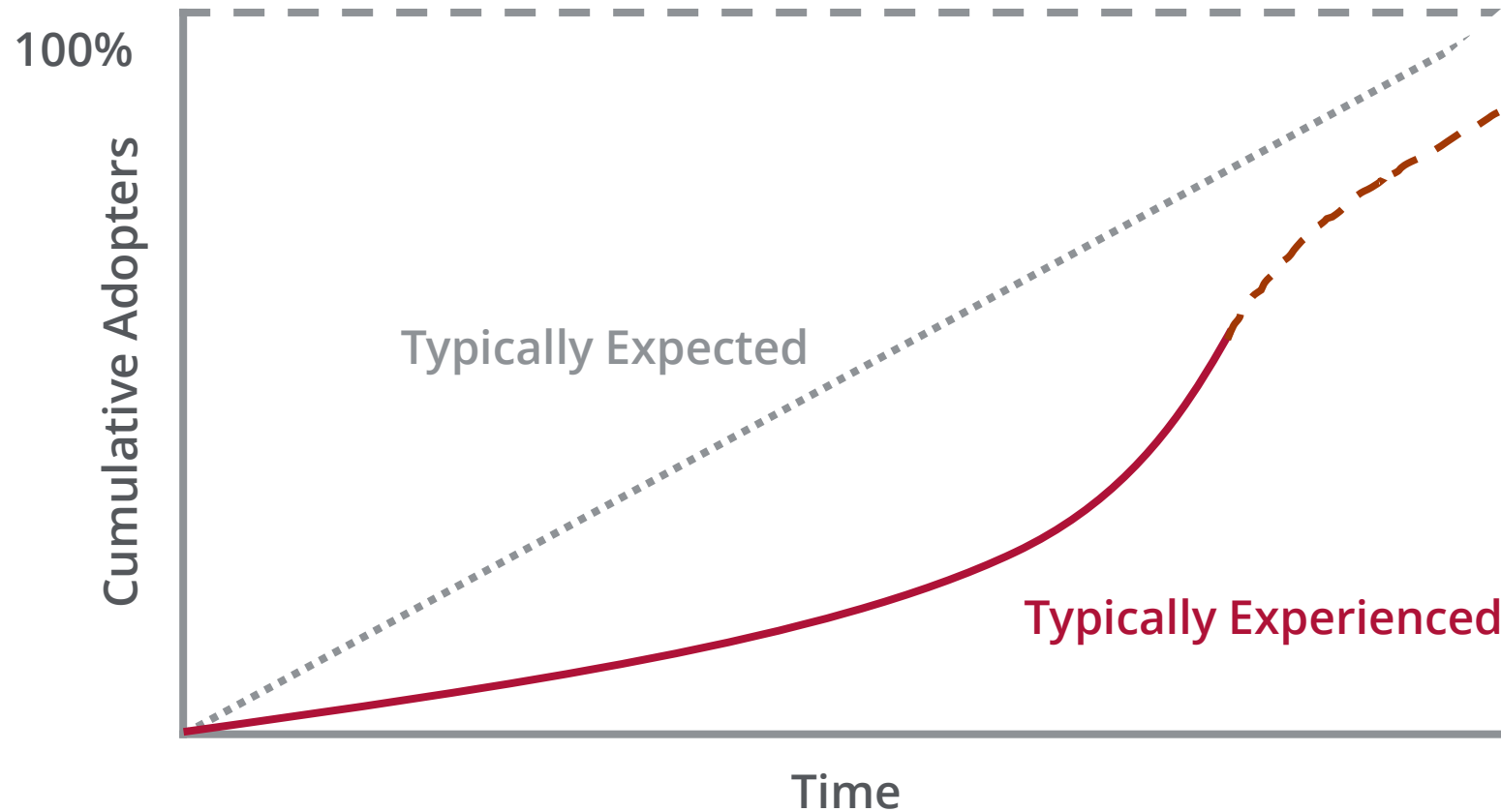


Different reactions

- What a thrilling ride!
- Is it safe?
- This reminds me of...
- Who built the ride?



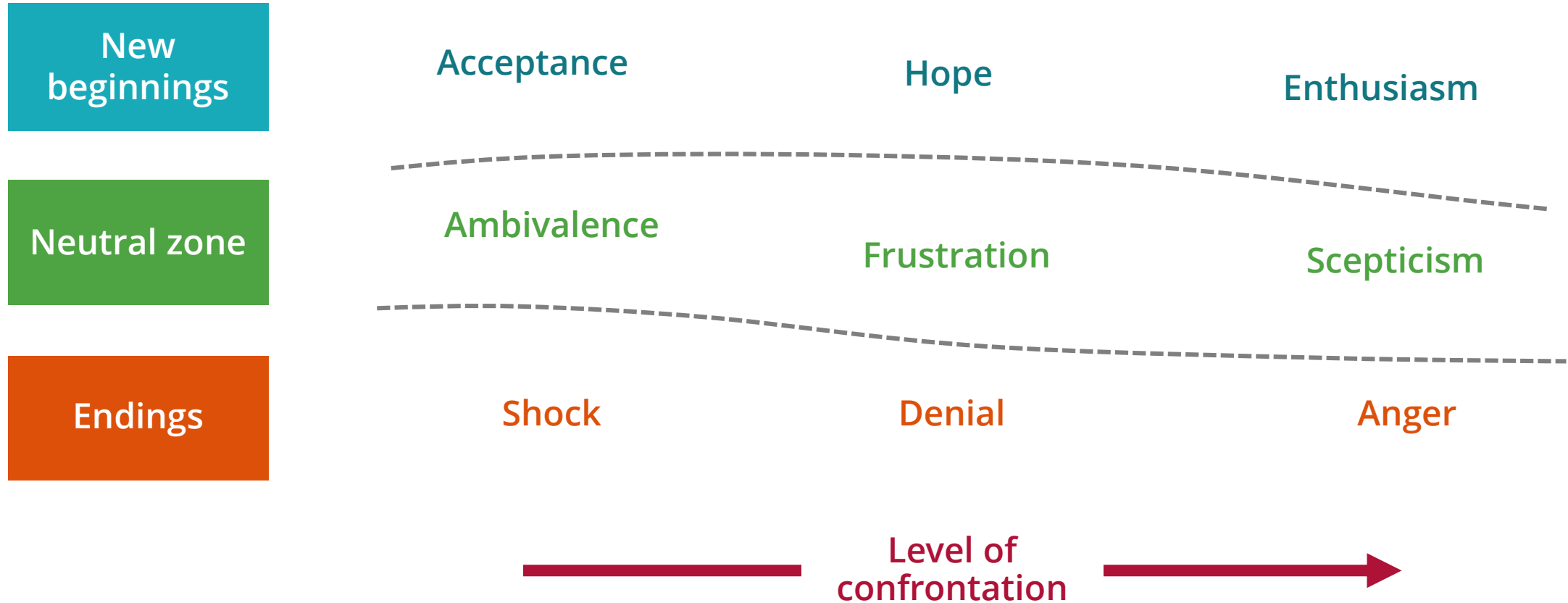
Adoption curve - experienced



Source: Gaba, V. (2017), "Leading Change", INSEAD.

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Managing transitions



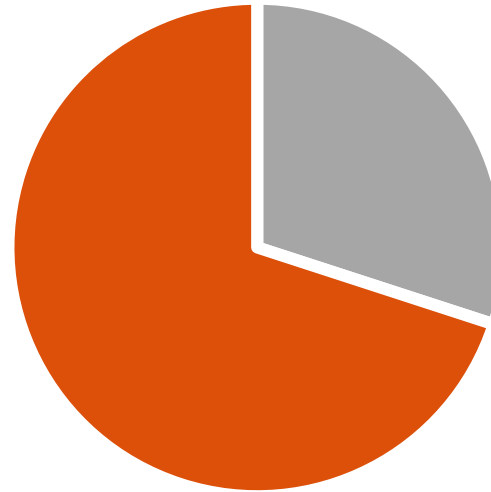
Source: The Character of Organizations: Using Personality Type in Organization Development By William Bridges (2000)



Takeaway

Organizations report that change execution often proves **more challenging than anticipated** during planning phases.

On average, **70%** of organizational change initiatives **fail** or do not result in sustained change.



Why?

Factors impacting on change initiatives

	Tangible	Intangible
Organization		
Personal		

Where do organisations tend to focus the most energy?

		Tangible	Intangible
Organisation	Personal	Strategy / business goals Organisational structure Systems / technology Employee capabilities Products / services External environment / customers	Organisational culture Leadership Employee engagement Loyalty
		Job role / responsibilities Reporting authority Remuneration / benefits Knowledge / capabilities Location	Commitment Intrinsic rewards Personal history Relationships Values Personality

Closing the gap

- Self-awareness
- Communication needs
- Decision making preferences
- Resilience/agility (including leaders)

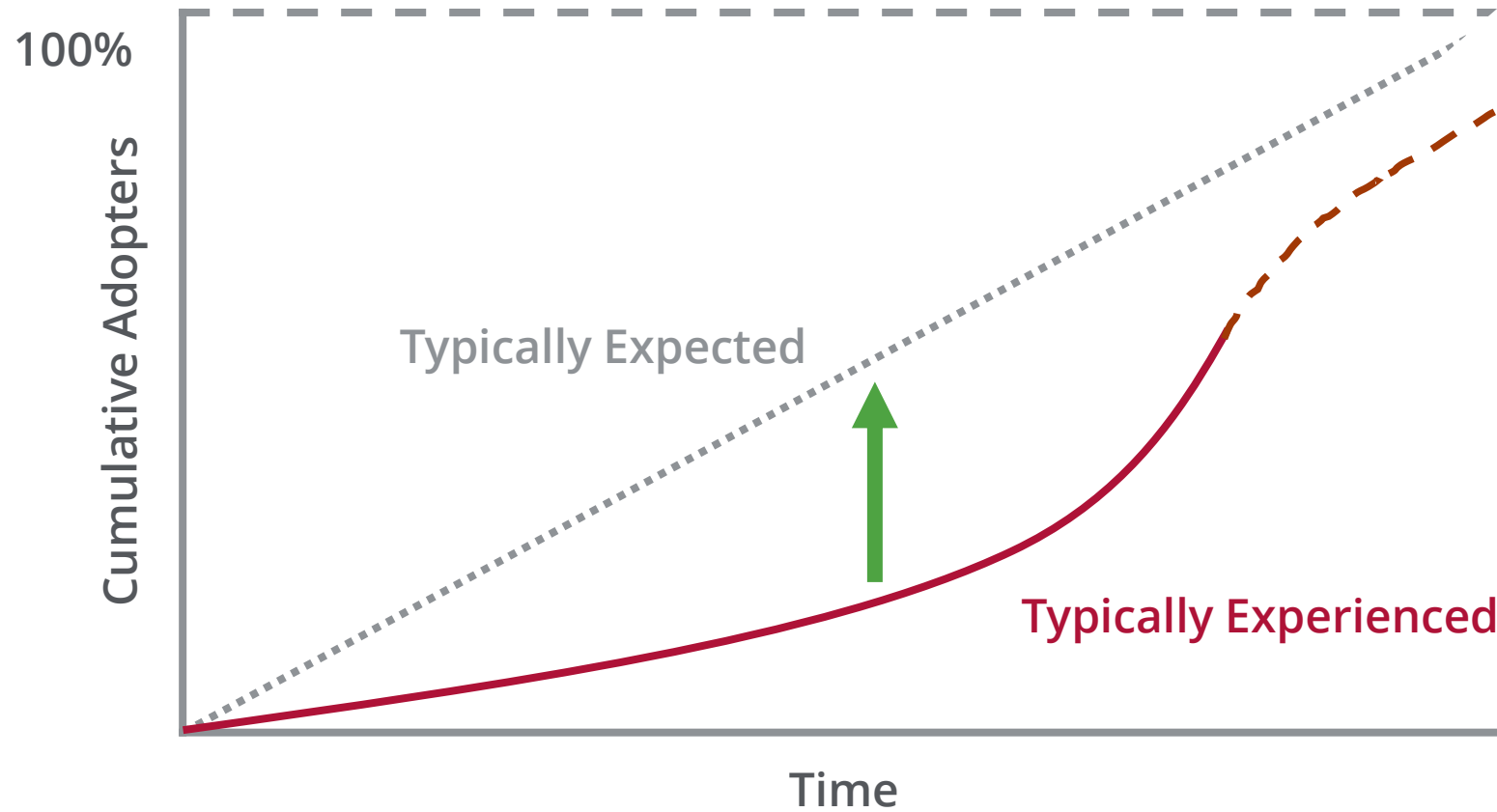
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Who do you start with and how do you get their buy-in?

Resistance	High	Late Majority <i>Mobilise through bandwagon effect</i>	Resistors <i>Engage early</i>
	Low	Critical Mass <i>Leverage champions to mobilise supporters</i>	Champions <i>Leverage support early</i>
		Low	High
		Influence	

Source: Gaba, V. (2017), "Leading Change", INSEAD.

Adoption curve



Source: Gaba, V. (2017), "Leading Change", INSEAD.

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Benefits of assessments

- Objective and quick
- Intangible becomes tangible
- Understand others
- Insights for development
- Prioritise learning





Personality and change

- Personality and responses to change are linked
- Personality encompasses the natural, habitual ways we think, feel and act on most occasions
- It affects many behaviours during times of change, including how we:
 - Are motivated
 - Communicate
 - Make decisions
 - Approach leadership

MBTI® - Myers-Briggs Type Indicator®

- A personality assessment with over 70 years research
- Used by 89 of the Fortune 100 from entry to executive levels
- Creates a common language for self-awareness and to explore differences
- Applications include team building, leadership development, communication, and change

Extraversion  or  Introversion

Opposite ways to direct and receive energy

Sensing  or  iNtuition

Opposite ways to take in information

Thinking  or  Feeling

Opposite ways to decide and come to conclusions

Judging  or  Perceiving

Opposite ways to approach the outside world

Where do people get their energy during change?

People who prefer *Extraversion* typically

Are energised by interacting with others

Are expressive and prefer to meet to discuss

Prefer to communicate by talking

Work out ideas by talking them through

Like involvement, something to do

People who prefer *Introversion* typically

Are energised by opportunity to reflect

Are private and contained, although like to be asked what they think

Prefer to communicate in writing

Work out ideas by reflecting on them

Need to process internally before participating in change tasks

What information do people want during change?

People who prefer *Sensing* typically want to know *first*

Real data – why, what’s wrong?

Practical reasons for the change

Realistic pictures of the future – make changes real

Their role in the change

Specifics - what, where, when, who

People who prefer *Intuition* typically want to know *first*

The overall rationale/goal – why?

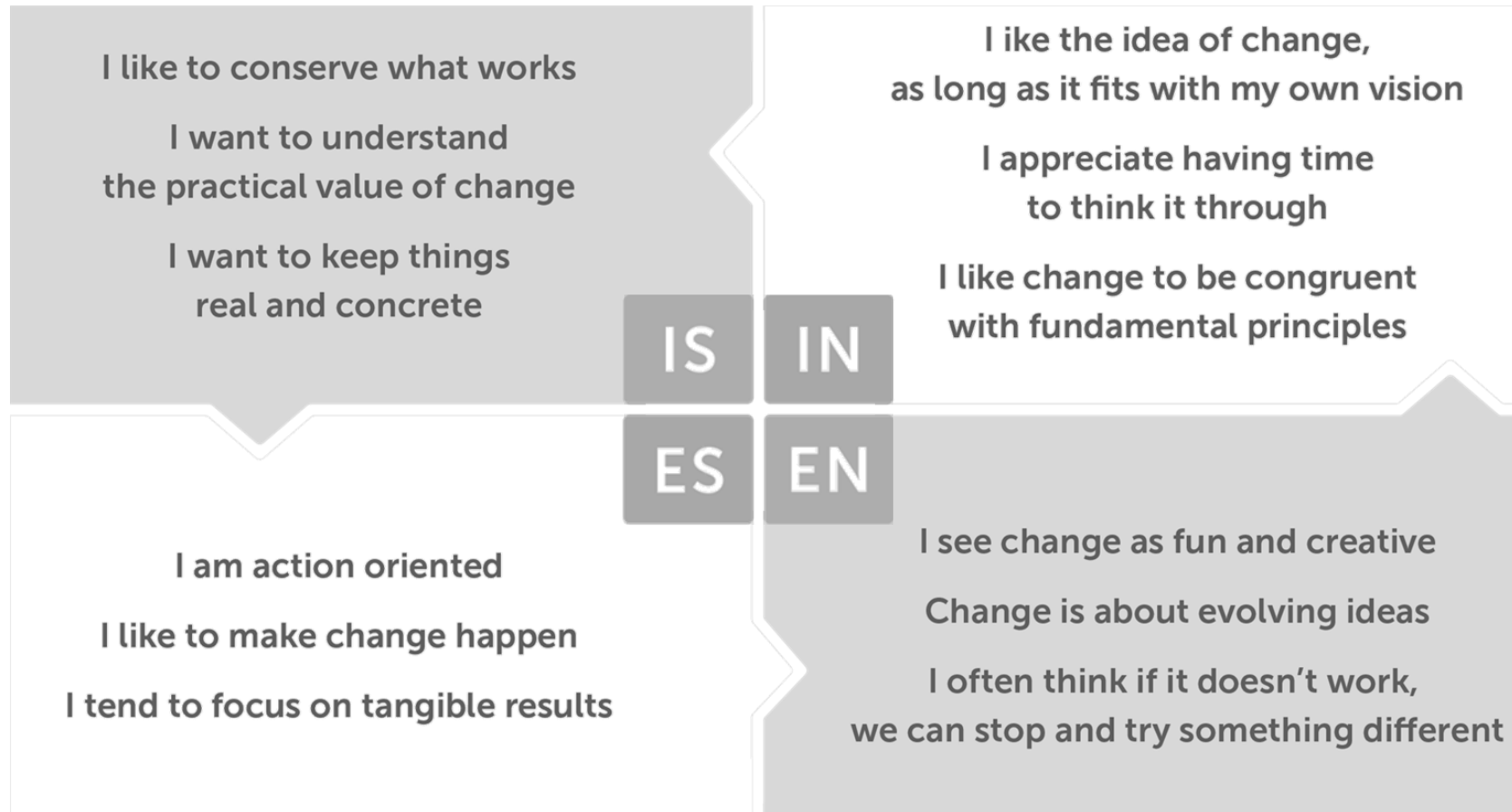
A general plan and direction

Future possibilities and options

A chance to add their ideas and vision

Links to other initiatives

Typical reactions during change





Takeaway

People have **different needs**
during change – there is no one
size fits all



Leading during change

TJ

Structuring; decisions and action; clear position; confident and consistent

TP

Expertise and knowledge; high standards; hands-off, style; analyse information; flexible

FJ

Value-based; involve others; loyal; consensus and needs of others

FP

Views of others; coaching and encouragement; supportive of differences; flexible; resourceful



Takeaway

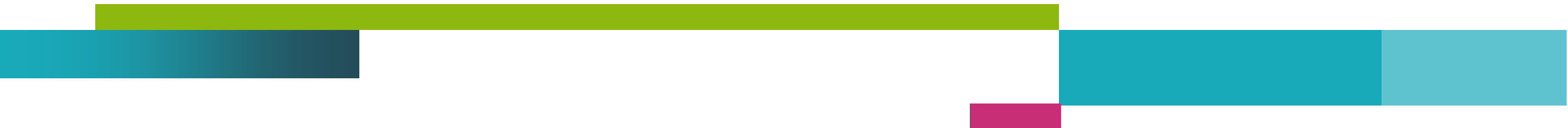
We can help leaders develop their **ability to flex** to meet the needs of their employees and teams





Applying psychology of change concepts- client example

Walkthrough of one institution's major change initiative



Brief

Key issues

- Lack of clarity about the new mission post-restructure
- Executive team perceived by employees to lack cohesion
Executive management perceived to not consult and involve employees
- Recruitment decisions perceived to lack transparency
- Insufficient opportunities for personal development

Reality

- Unclear level of employee commitment to change
- Concern for employee buy-in, morale, and dissention
- Change must not negatively impact bottom line and business goals

Brief

Desired outcomes

- Increase understanding of and commitment to the new mission
- Improve leadership capabilities and functioning of the executive team
- Improve relationships between the employees and the executive
- Offer a developmental opportunity for all employees

Factors impacting on change initiatives

	Tangible	Intangible
Organisation		
Personal		

The solution

Current state

Discovery of the people and organizational context

- Goals
- Climate survey
- Diagnostic

Setting the stage

Supporting the people, laying the leadership groundwork

- On-site and virtual employee development
- Leadership development workshops

Rolling out the change

Customized change strategy rollout

- Climate survey #2
- Ongoing development for leaders and employees

Outcomes

- Improved climate survey ratings by employees (commitment, morale)
- Improved sense of understanding the reasons for the change
- Increased trust in leadership (transparency, focus on employee needs)
- Increased sense of company commitment to employee development (valuing employees)
- Stronger alignment to desired company culture (greater cohesion and mission clarity)

Sustaining momentum

- Ongoing leadership development of the executive team
- Maintained “best performer” status
- Board requested a MBTI® development experience





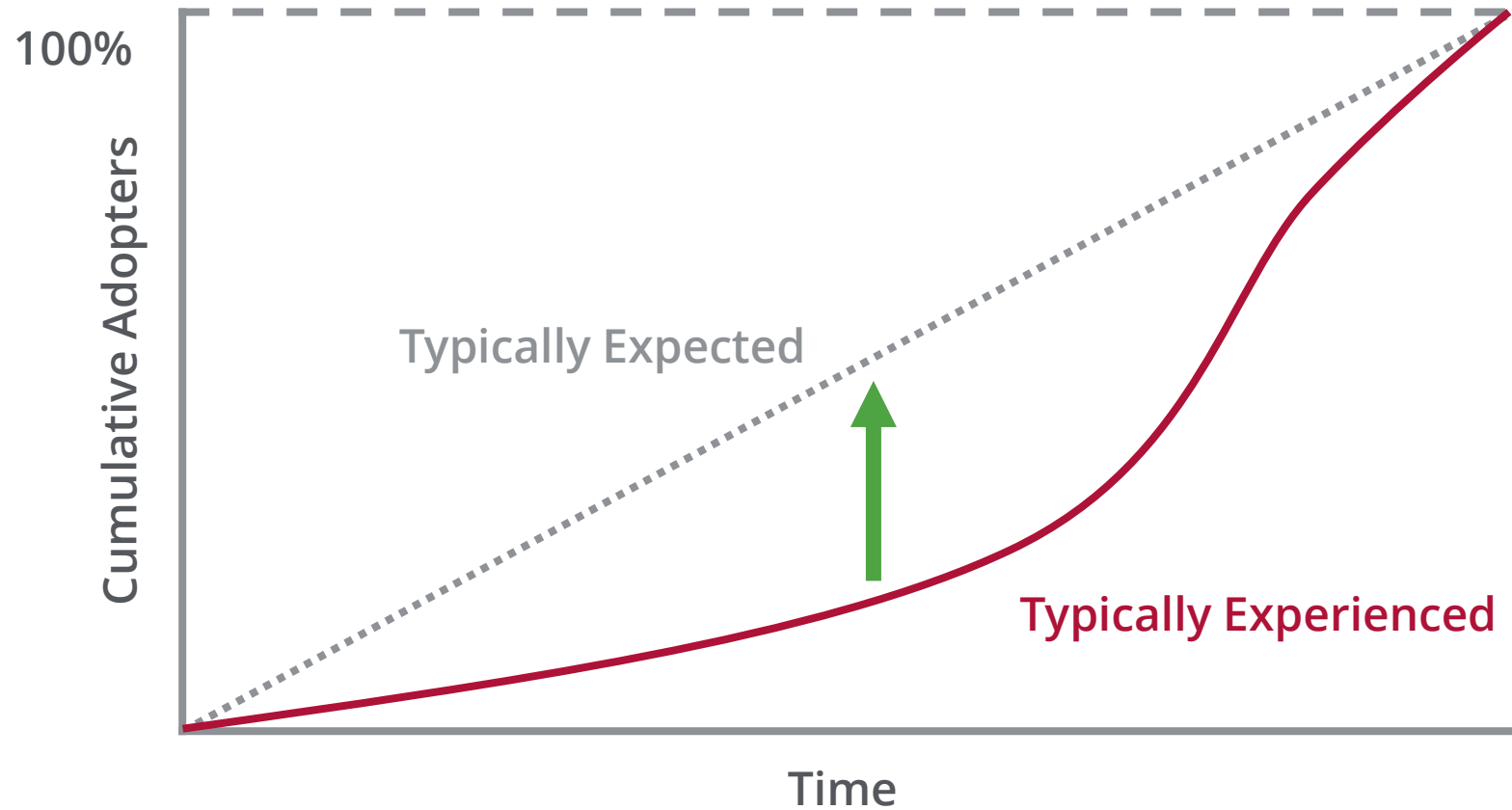
Takeaway

Change is a process of adopting a new reality - perception, attitudes, competencies, and achievements.

People need support!



Closing the gap: understanding the real factors at play



Source: Gaba, V. (2017), "Leading Change", INSEAD.

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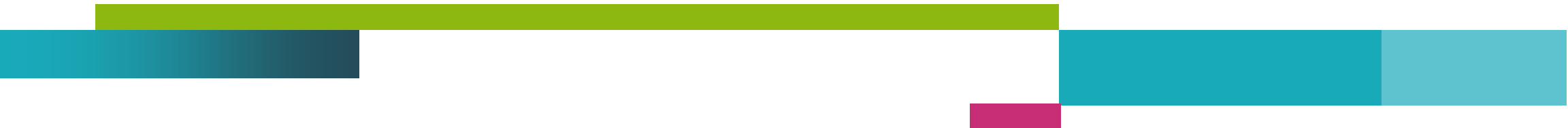
Takeaway

The organization does not
change - **people do**





Key takeaways

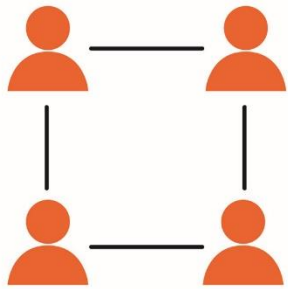




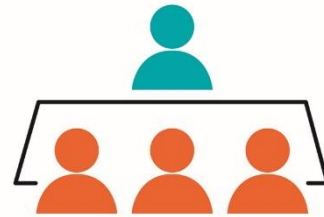
Change can be more **successfully navigated** through the **power of psychological insight**

1. **Change is personal.** Understanding people's psychological needs and using validated psychometric assessments can help.
2. **Don't begin with the change.** Do begin with your **context, leader approach**, and the **people** on board.
3. **Support people** through a change process. Find the champions and leverage their support to engage buy-in and sustain momentum.

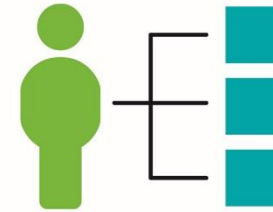
Your partner during times of change



Self awareness



Interpersonal
needs



Leadership
competencies



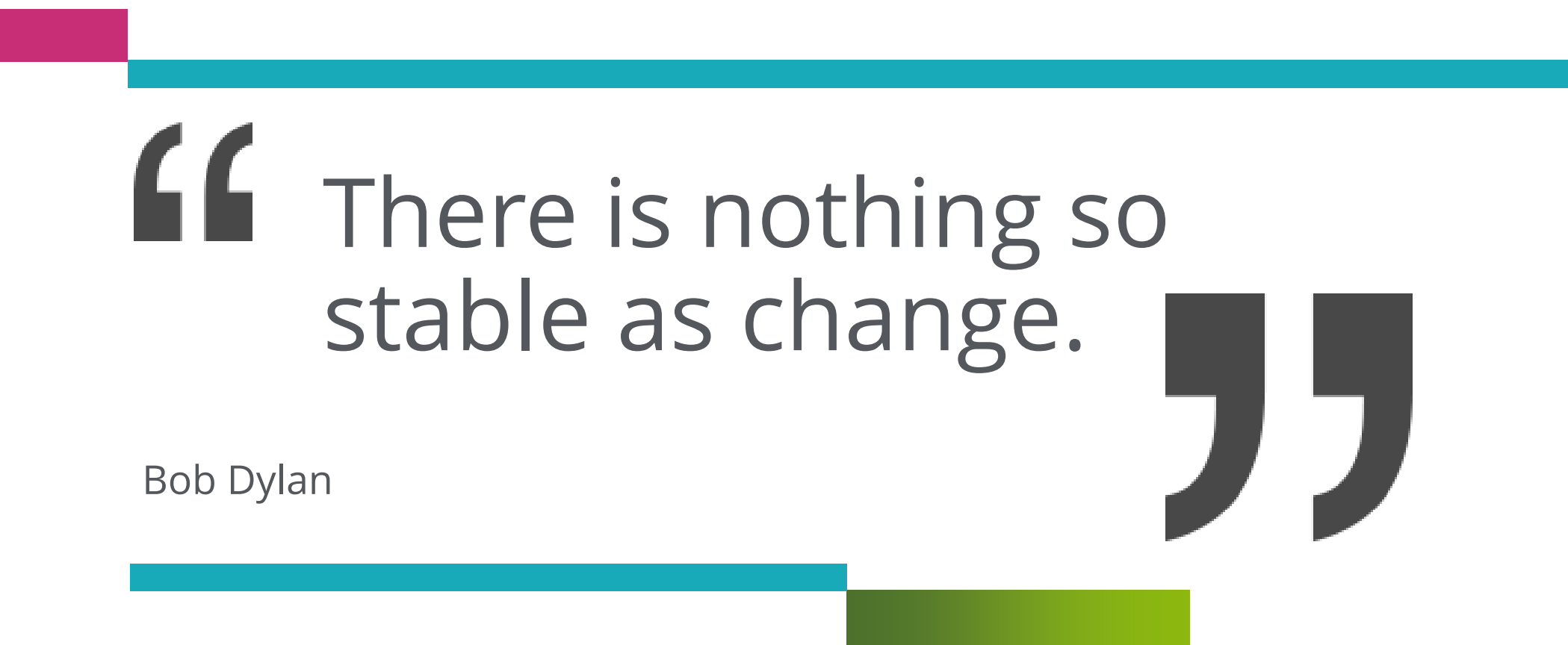
UK 2020 Training Programme Discounts*

MBTI® Foundation Programme

Starting between 18 March and 12 May



*Offer based on named courses only, subject to availability. Offer closes 03 April, 2020.
Quote Webinar15 at the time of booking. Not to be used in conjunction with any other offers.



“ There is nothing so
stable as change. ”

Bob Dylan



Questions?

