

Building Organizational Change Capability



The Language To
Thrive Through
Change



Introduction to a ChangeMindset and the concepts that make up a ChangeMindset – Understanding, how aware we are for how we show up during change; Readiness, how much we believe we can get better and adopt a growth mindset; Optimism, our belief in the future; and Trust, how comfortable we feel making mistakes and trying new ways of working. A change mindset is a way of thinking and dealing with organizational change as individuals. More tips and information to come on a ChangeMindset in the following weeks to help you build and strengthen your own ChangeMindset.

# Week 1 Topic:

# Introducing a Change Mindset



Topic:

#### Understanding



## Understanding

Understanding, becoming aware of our own unconscious beliefs about how we deal with change and knowing the impact it can have on us during times of change. For more on this topic check out the <u>video</u>



#### Readiness



Readiness, introducing a growth mindset — developing an inherent belief that are most basic abilities can be developed through mindful dedication and disciplined practice and exhibiting this belief during times of change. For more on this topic, check out the <u>video</u>.

## Week 3

Topic:

#### Readiness



**Topic:** 

#### **Optimism**



## Optimism

Optimism argues that we can cultivate a positive perspective during times of organizational change. The more joy we find, the better position we are to enhance our resilience and wellbeing during times of change. Simply put, we can change our attitude and behavior by recognizing our negative self-talk. For more on the topic, check out the video.



#### **Trust**



Trust or psychological safety is the ability to share one's thoughts and feelings without risk of damaging one's reputation or standing. In teams, it refers to team members believing that they can take risks without being shamed by other team members. This concept is critical during times of organizational change. For more on this topic, check out the <u>video</u>.

## Week 5

**Topic:** 

#### Trust



#### Topic:

# Why Change Is Hard

**Understanding** 



Change is difficult, because we have evolved to see uncertainty as a threat, avoid failure at all costs, and yearn to feel safe in a group. Our brains can't tell the difference between a social threat and a physical threat. When our brain perceives a threat at work (e.g., change), blood moves differently through our brain, shaping us to see work as more hostile environment. We have an aversion to failure, so we avoid it all cost. Biologically failure used to mean death and socially we have been conditioned to stigmatize failure. Finally, we are tribal by nature and crave social connection to be able to change we need to feel a sense of safety within our group or our tribe. Adopting a ChangeMindset aims to help us 1.) better understand our brain and how it perceives uncertainty. 2.) reframe our identify with failure. 3.) help us create a sense of safety to feel like we change without being cut out of the group. For more on this topic check out the <u>video</u>



To better understand your brain, you need to recognize how four parts of your brain work to drive you away from change. The firstyour Amygdala it is your fight or flight response, and it cannot tell the difference between a social threat (e.g., a change happening at work) and a physical threat (e.g., being chased by a tiger). The second - your Entorhinal Cortex , this finds comfort in predictable routines, think of it as your map maker, it helps you predict what will happen next. The third - your Habenula, this is your chemical control center, it rewards your for 'sticking to the path on your map'. The fourth - your Basal Ganglia, this part takes the repeated behaviors that are rewarded and hardcodes them into habits. When you experience uncertainty these parts of your brain take over and this is where you feel the effects of change and uncertainty. For more on this topic check out the video.

## Week 7

#### Topic:

# The Parts of The Brain and Change

**Understanding** 





#### **Topic:**

# Loss Aversion Theory

**Understanding** 



As part of a Change Mindset, we need to become aware of our own unconscious beliefs about how we deal with change and knowing the impact it can have on us during times of change. During change we often experience resistance—which is a result from our emotional attachment to the current state. Loss Aversion Theory states that we all experience this natural cognitive bias and believe that the pain of 'losing something' is twice as powerful as the pleasure of 'gaining something'. As you experience resistance, be aware of the natural cognitive bias of Loss Aversion Theory. For more on this topic check out the video



As part of a ChangeMindset, we need to become aware of our own unconscious beliefs about how we deal with change and knowing the impact it can have on us during times of change. During change we often feel that things are out of our control – which is a result from where we are focusing our Locus of Control. Locus of Control is a concept for how strongly individuals believe they have control over the situations and experiences that impact their lives. We either orient with an external locus of control or internal locus of control. During times of change, be aware of your locus of control, and stay focused on the actions you can take that have an impact on the outcomes you desire. For more on this topic check out the video

#### Week 9

#### Topic:

#### Locus of Control

**Understanding** 





#### Topic:

# **Negativity Bias**

**Understanding** 



As part of a ChangeMindset, we need to become aware of our own unconscious beliefs about how we deal with change and knowing the impact it can have on us during times of change. During change we often assume the worst – which is a result from our own built in alarm system. Negativity biases impacts us all. It is our brains natural inclination to perceive a situation as negative, even if that situation is neutral or positive. During times of organizational change, be aware of this natural negativity biases, and work to overcome it by adopting more positivity through practice gratitude and reframing setbacks as opportunities. For more on this topic, check out this video.



As part of a ChangeMindset, we need to become aware of our own unconscious beliefs about how we deal with change and knowing the impact it can have on us during times of change. During change we want you to remember the acronym- A.R.A.P. A – Awareness, during change become aware of your conditioned patterns for how you show up during change. R – Reframe the change from 'losing something' to 'gaining something'. A – Accountable, chose the actions you can take that have an impact on the outcomes you desire. P – Positive become more positive during change to fight the natural inclination to the see the change as negative. For more on this topic, check out the video.

## Week 11

#### Topic:

#### The A.R.A.P Model

**Understanding** 





We all inherently believe we are smart. We either work to keep challenging that or avoid doing anything that will prove otherwise to ourselves. This was the insight Carol Dweck had when watching elementary school students' complete puzzles. They would either challenge themselves by asking for a harder puzzle, or just ask to repeat the same puzzle. When we adopt a ChangeMindset we see the challenges of change as opportunities to continue to prove we are smart. For more on this story, check out the video.

## Week 12

Topic:

# Puzzles Story



#### Topic:

#### **Growth Mindset**

**Readiness** 



As part of a ChangeMindset, we need to become aware of when we are orienting towards a growth mindset and when we are orienting towards a fixed mindset. When we lean towards a growth mindset, we look at challenges associated with change as an opportunity to grow and develop. We reframe the mistakes we make, as signals we are on the right path instead of condemnation of our character. Having a growth mindset we inherently believe we can learn new things and adopt new ways with time and practice. For more on this topic, check out the video.

