Facing the Edge

@sarahbeee

Working with change

Sarah B. Nelson
Flowcon 2014

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human
simple tools for complex relationships

the experience of change

People don't resist change. They resist being changed.

Peter Senge, "The Fifth Discipline"
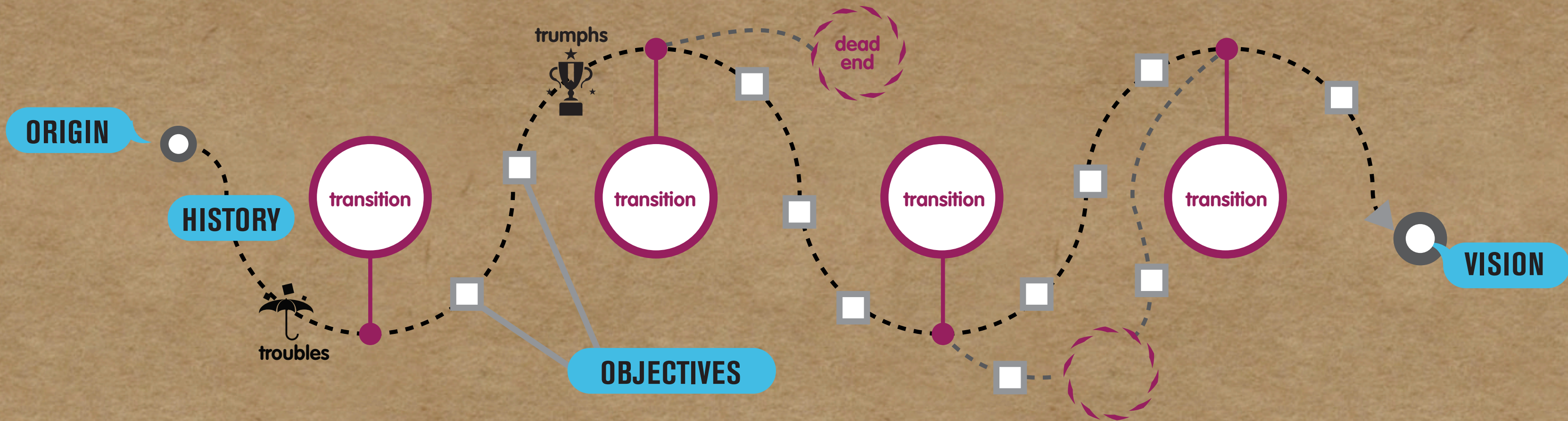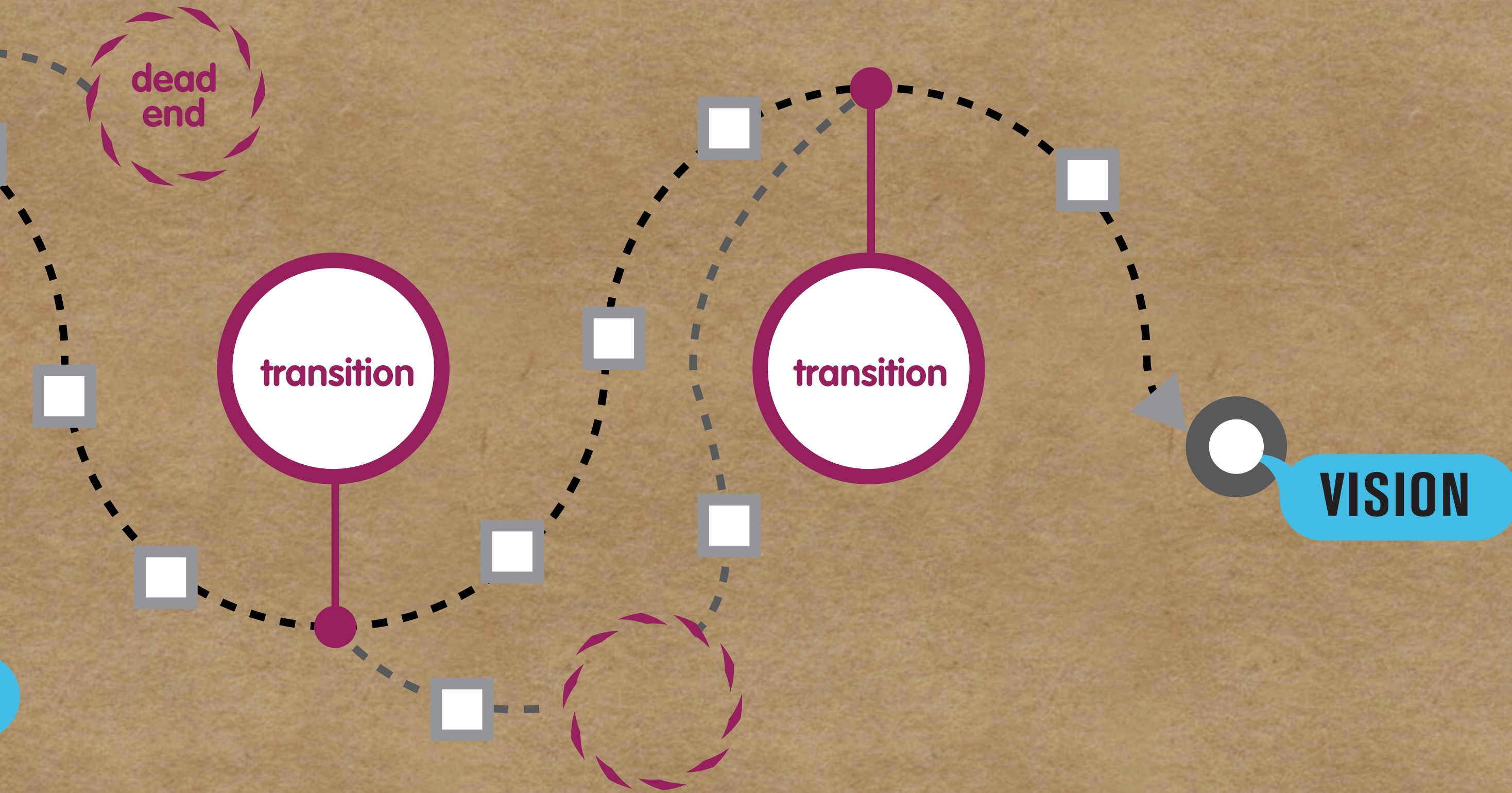
change is constant

change is ~~constant~~

THE LIFE AND

AGE OF WOMAN.

30

18

50

12

75

THE VIRTUOUS WOMAN IS A CROWN TO HER HUSBAND. *Proverbs 12.*

Just as the twig is bent the tree's inclined.

1

90

Teams have a life path, too.

ORIGIN

HISTORY

troubles

transition

trumphs

OBJECTIVES

transition

dead end

transition

transition

VISION

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Patterns in change

edge →

Primary
how things are now

Secondary
what might happen next

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Patterns in change

edge →

Primary
how things are now

Secondary
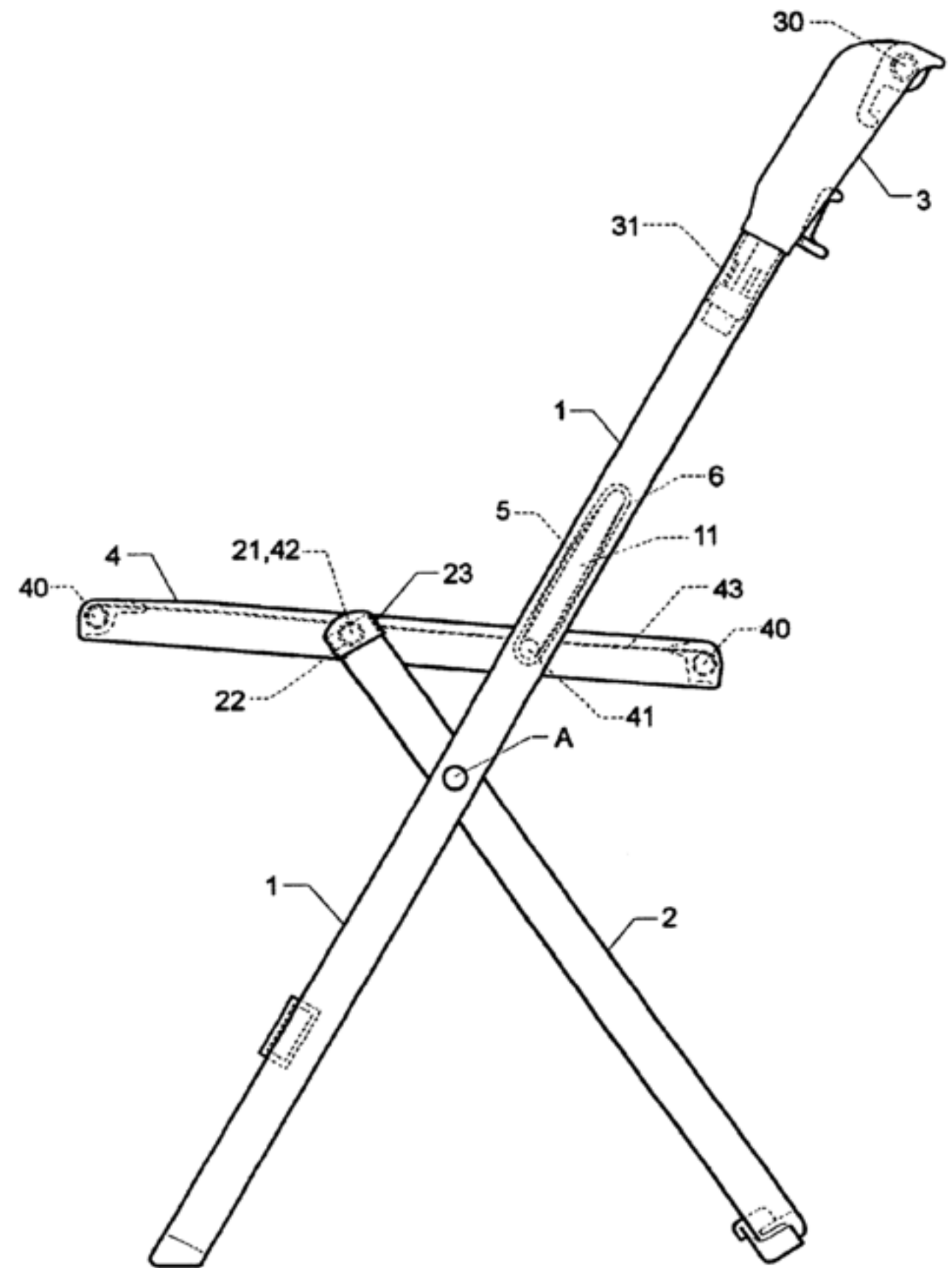what might happen next

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change is edgy

discomfort & uncertainty

now, we're going to move

Edge Behaviors

Posture, physical distances, facial expressions

Giggling, change in tone, or amplitude of voice

Content shift (changing the subject)

Fidgeting

Unfinished sentences and phrases

Loss of energy in the process

You feel lost, blank, or confused

People feel lost, blank or confused

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emotions are like weather patterns

Action without reflection leads to burnout. Reflection without action leads to cynicism.

Albert Einstein

The Cost of Troubled Teams

Turnover costs

at least **35%** of a skilled worker's yearly salary to replace.

source: http://bit.ly/1aar1Fo, Center for American Progress

Cost to replace

User Experience Designer $40k

Director of UX $60k

Jr. Engineer $40k

Sr. Product Manager $60k

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Disengagement Epidemic

2011

71%

of American workers are **not engaged** or **actively disengaged** with their work

source: Gallup

Disengaged

"emotionally disconnected from their workplaces and less likely to be productive."

(never mind creative and innovative...)

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Helping teams over the edge

Ask them to try it out, even for a short period of time

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"Let's pilot this new process for one month, see how it works, then re-visit it on _____."

and follow through!

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Helping teams over the edge

Ask them to try it out, even for a short period of time
Model going over the edge for them

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Helping teams over the edge

Ask them to try it out, even for a short period of time

Model going over the edge for them

Acknowledge discomfort

"Increasing the team's size makes me uncomfortable, too, but I know it's what we need to do."

Helping teams over the edge

Ask them to try it out, even for a short period of time

Model going over the edge for them

Acknowledge discomfort

Ask the team to participate in the change

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1.

Everyone has the same information.

give context

Ground Conditions for Change

2.

There is a sense of shared purpose.

tie the change to mission

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Just be clear about it.

3.

Everyone understands when or if they will have input.

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Be honest here.

4.

Everyone understands what will happen to the input.

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Helping teams over the edge

Ask them to try it out, even for a short period of time

Model going over the edge for them

Acknowledge discomfort

Ask the team to participate in the change

Allow time to process and discussion

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Helping teams over the edge

Ask them to try it out, even for a short period of time
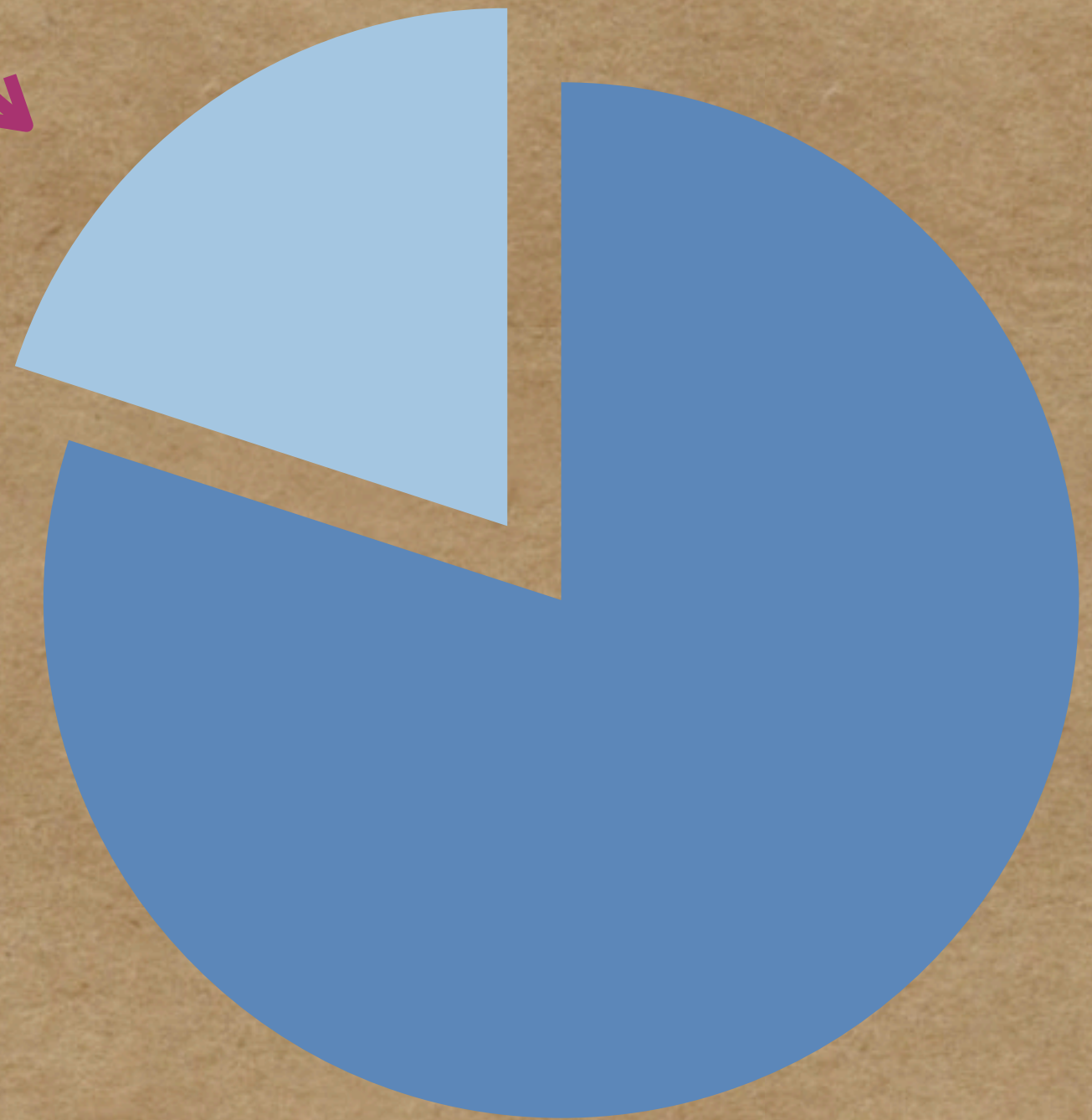
Model going over the edge for them

Acknowledge discomfort
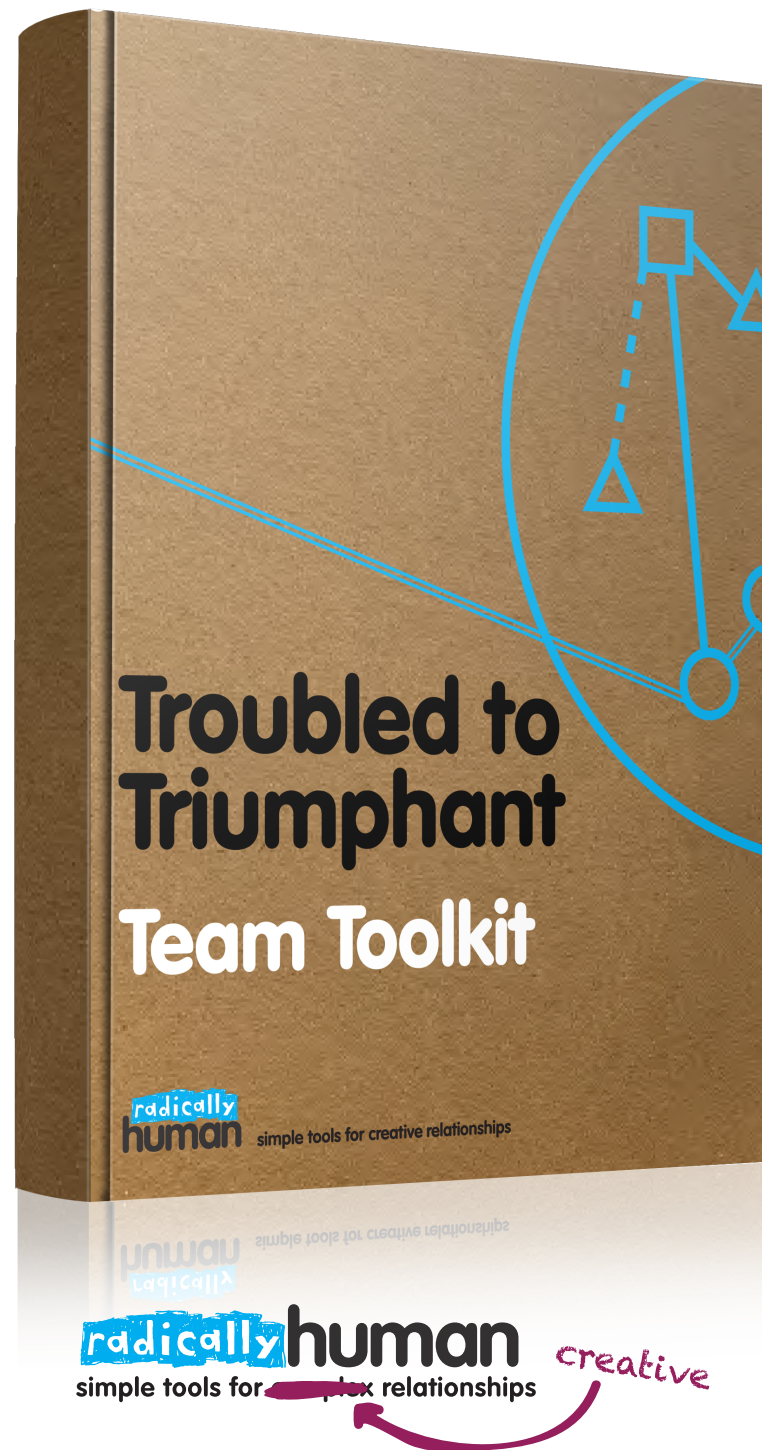
Ask the team to participate in the change

Allow time to process and discussion

Expect and plan for dissatisfaction

1-19% will *always* dislike your change.

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Thank you.

3 Simple Tools to Help Your Team Thrive

Troubled to Triumphant

Team Toolkit

radically human — simple tools for creative relationships

1. Take a 10,000ft view.
2. Work on your team — not just in it.
3. Engage your team in the vision.

www.radicallyhuman.com/t3toolkit

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simple tools for complex relationships creative

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