

Emotions of Change and Neuroscience



Reality of Change

- We know change **will** occur.
 - We don't know the outcome
 - multiple emergent paths
 - unknown unknowns
 - Causes natural **anxiety**.
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Why is it hard?

- Cognitive sloths and willpower.
 - Inevitability – Change is out of our control.
 - People react by trying to internalise the locus of control again. So they start blocking processes.
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Responses to organisational transition may vary depending on:

- how the particular change **affects** the individuals,
 - how they themselves are **involved** in the change process,
 - their **personality** and **resilience**,
 - their **recent experiences** of organisational change,
 - their past experiences of **loss**,
 - and the extent of their **support network** inside and outside the workplace (Schlossberg, 1981).
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If change is a necessary ingredient for success, why do so many in the workplace fear it?

- Sense of loss, confusion.
 - Mistrust and a “me” focus.
 - Fear of letting go of that which led to success in the past.
 - People hold onto & value the past.
 - High uncertainty, low stability, high emotional stress
 - Perceived high levels of inconsistency.
 - High energy — often undirected.
 - Control becomes a major issue.
 - Conflict increases — especially between groups.
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Stage models of transition

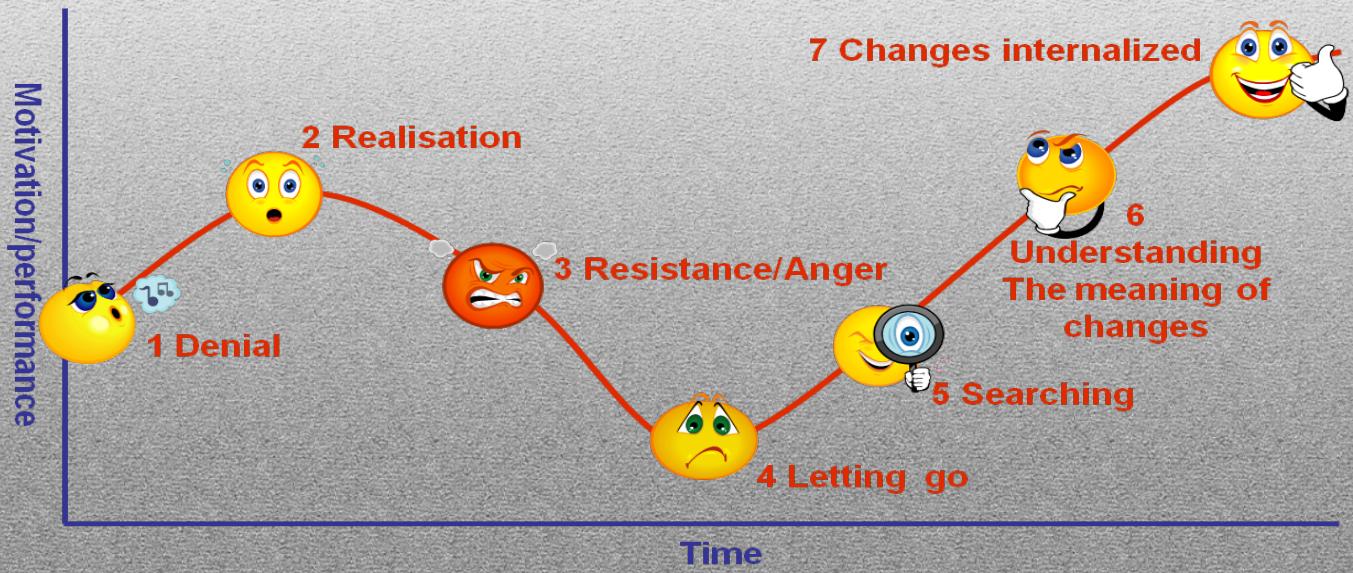
Can we detect a **pattern of emotion** through which people typically progress in response to organisational change?

The exploration of this question originates in the experience of **death and dying**, with the work of Elisabeth Kubler-Ross.

Kubler-Ross (1969) found that patients with a terminal illness went through a pattern of **emotionally charged psychological responses** as follows.

- 1.** **Denial** – carrying on as if nothing is wrong.
 - 2.** **Anger** – rage, frustration and resentment.
 - 3.** **Bargaining** – acknowledgment of the situation, but attempting to negotiate more time.
 - 4.** **Depression** – mourning for things already lost and lost prospects.
 - 5.** **Acceptance** – preparation to move forward.
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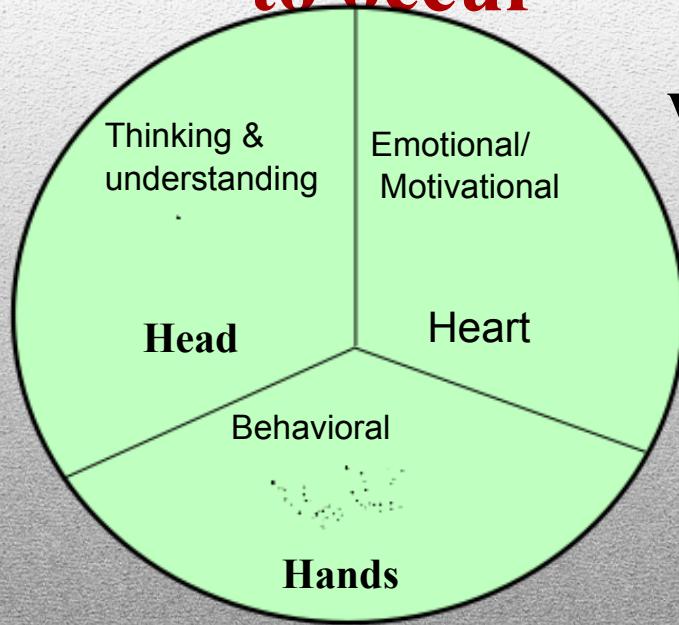
Many companies make it their business to present this to employees and enable them to understand all of these possible stages and what they could mean.



Individual prerequisites for change to occur

Why should I
change?

What's in it for
me?



What do I do differently?

Kurt Lewin's Model

His model is a simple and easy-to-understand framework for managing change known as **Unfreeze – Change – Refreeze**.

Lewin, explained organisational change using the analogy of changing the **shape of a block of ice**, i.e. unfreezing a large cube of ice to change it and reform it into a cone of ice.

Unfreezin
g

Moving

Refreezin
g

By recognising these three distinct stages of change, you can plan to implement the change required.

You start by creating **the motivation to change (unfreeze)** as it is necessary to change existing attitudes towards working practices and prepare the ground.

Communication about the proposed change is vital at this stage if people are to understand and support it.

You move through the change process by promoting **effective communications** and **empowering** people to embrace new ways of working and learn new values, attitudes and behaviours.

Problems are identified and **action plans** developed to enable implementation.

Maximum flexibility is needed in the **planning** and **implementation** of the change.

The process ends when the organisation returns to a **sense of stability (refreeze)** and the benefits of the change are realised.

Praise, rewards and other reinforcement by managers are required on an **individual level** and more effective performance at an **organisational level**.

Not until the change has **become incorporated** into the culture can it be said to be **frozen!**

Lewin's Framework for Change

Unfreeze

To reduce forces and change existing attitudes which maintain behaviour in present form/recognising the need for change

1. Initial problem identification
2. Preparing the ground and Communication
3. Obtaining data

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Development of new attitudes or behaviour and implementing change

3. Obtaining data
4. Problem diagnosis
5. Action planning
6. Implementation
7. Follow up and stabilisation
8. Assessment of consequences

Re-freeze

Consolidating the change at a new level and reinforcement through supporting mechanisms/policies/structure/organisational norms

8. Assessment of consequences
9. Ongoing monitoring
10. Learning from process

Importance of Communication in Empowerment and Organisational Change

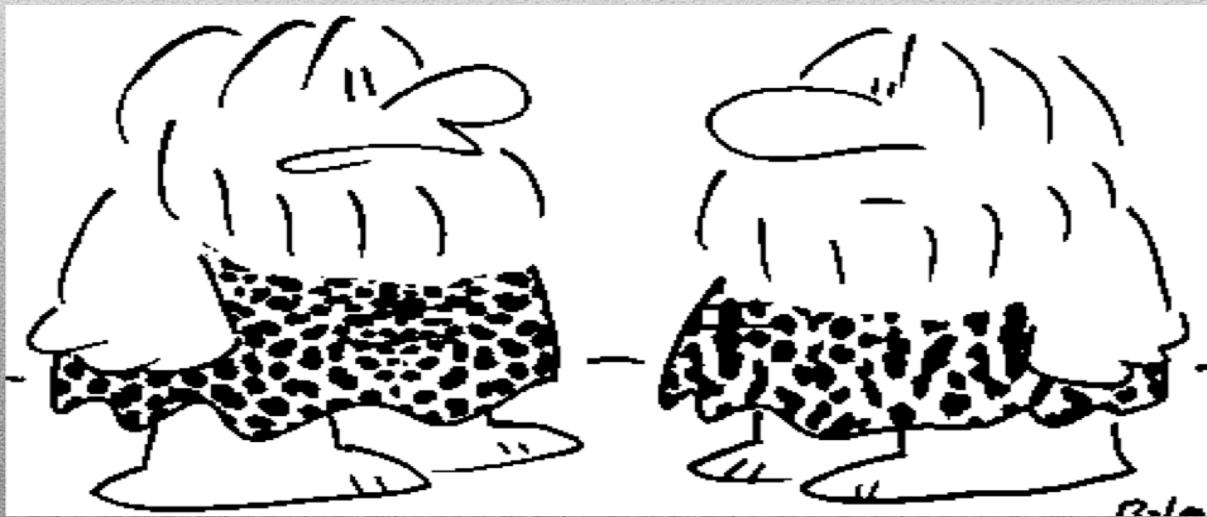
Klein (1996) provided evidence concerning the way communication process can help employees:

- **Feedback and adjustments,**
 - Strategies that encourage **disclosure** of problems,
 - Discussion of solutions through intensive **face-to-face communication** between management and employees, was helpful.
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Brain evolution: from emotional responses to cognition.

Now that we've evolved, we should work on our people skills

Yeah, but I can't stop feeling



A little bit of brain anatomy

Rational brain

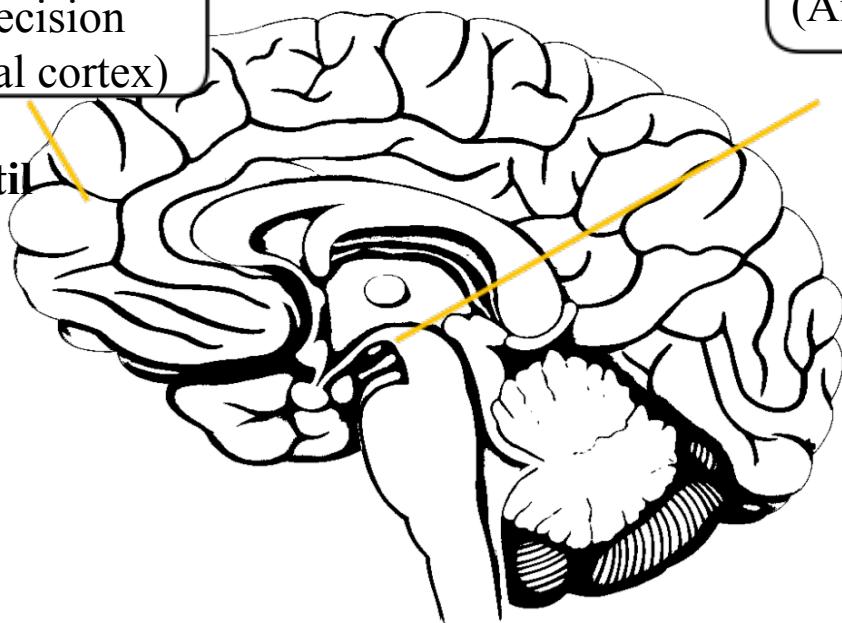
Self-control, decision making (Frontal cortex)

Developing until the 3rd decade

Empathy

Social behaviour
Analytical

Attention
n



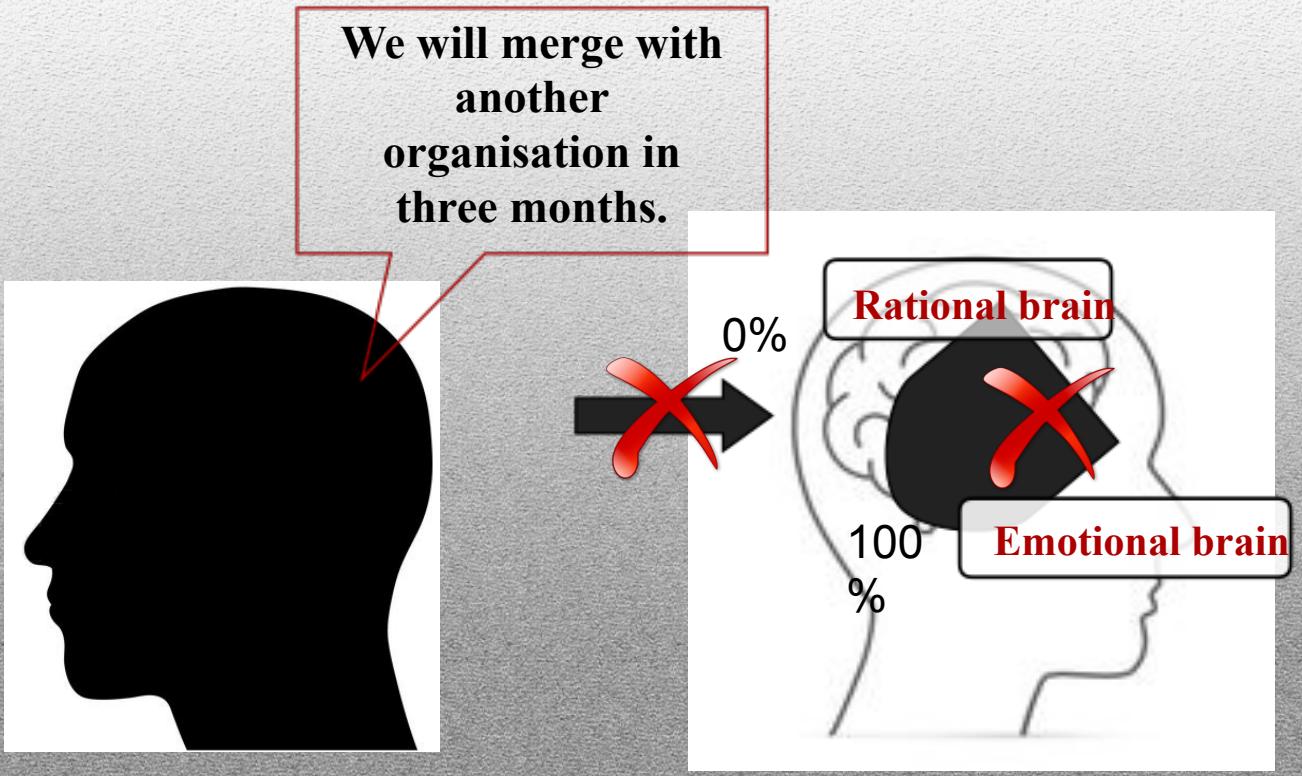
Emotional brain

Emotions, learning (Amygdala)

20 times faster

Perception
Assumptions
Emotions

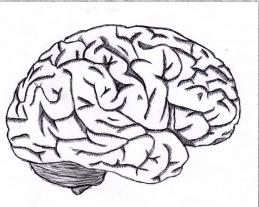
Rational vs Emotional



How an abstract term can be perceived?

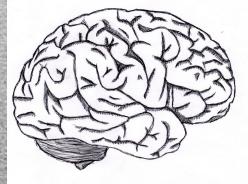
Business Transformation – Merger or Acquisition

Lay-offs



- Generate fear
- Activate Fight-or-flight

Systems Optimisation



- Generate anticipation
- Activate positive decision making

Follow the way that brain makes its own stories

Motivation/Why

Intrinsic motivation

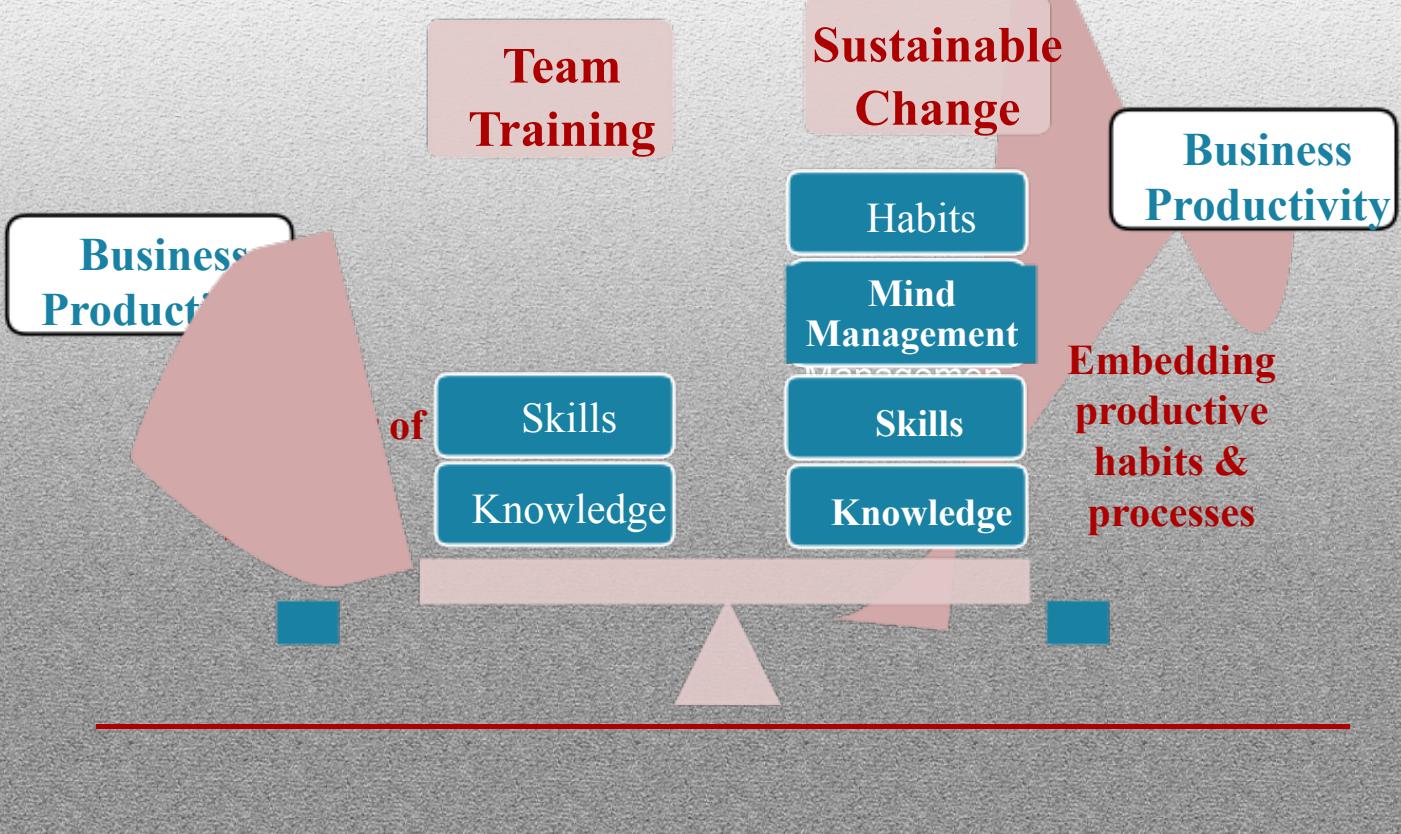
Understanding/What

Focus on the process of change

Build the thinking patterns

Individual ownership

Sustainable change



Key successful factors in human performance

**People + Systems + Process = Business Delivery
and Growth**

- Decision making
 - Problem solving
 - Adaptation
 - Communication
 - Innovation
 - Emotional regulation
 - Stress management
 - Emotional intelligence
 - Self regulation
- Cognitive processes
- Affective processes
- M
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Face to Face activation

- Mirror Neuron
 - Fire at 1/6 second
 - Fire in team bonding
 - Contagion effect



Spindle Neurons

- Very long
- Combine emotion, belief and judgement
- Establish empathy and trust
- Fire at 1/20 second – very fast



Neuroplasticity: It's time for a change.



NEUROPLASTICITY

The Ability of the Brain to Reorganize Itself,
Both in Structure and How It Functions

HOW THE BRAIN CHANGES



NEUROGENESIS
Continuous generation
of new neurons in
certain brain regions



NEW SYNAPSES
New skills and
experiences
create new neural
connections



**STRENGTHENED
SYNAPSES**
Repetition and
practice strengthens
neural connections



**WEAKENED
SYNAPSES**
Connections in the
brain that aren't used
become weak

SCARF Model



SCARF

Status	"Will I lose my influence, high paying job, team, corner office, sexy job title?"	<ul style="list-style-type: none">• ask their opinion and seek their exert advice• listen• include and appreciate• ask for help and include them• avoid jargon
Certainty	"What exactly does that mean for me and my team?"	<ul style="list-style-type: none">• eat the elephant bit by bit• refocus people on what is certain• be open about what you are uncertain about• set goals and expectations and stick to them• communicate often and with transparency
Autonomy	"Do I lose the amount of control I have over what I do?"	<ul style="list-style-type: none">• delegate clearly and co-decide on tasks• encourage self-directed learning• allow team to make their own decisions• encourage people to find answers proactively• pay attention to when directive is needed
Relatedness	"Does my role change or do I lose my job and therefore all my mates at work?"	<ul style="list-style-type: none">• find things you have in common• set up a buddy system• get to know what motivates them• encourage everybody's input and team cohesion• listen, coach and mentor
Fairness	"How is that supposed to be fair?"	<ul style="list-style-type: none">• ensure everybody has access to information• increase positive culture and sense of 'I have a say'• acknowledge emotions, show empathy• understand that fair does not mean equal• don't shy away from behavioural issues

Based on Tips Sheet by Sue Langley

Change Capacity

- When we interact with each other, build trust and solid team work:
 - motor neuron system **triggers dopamine**.
 - **lowers resistance** to new ideas.
 - **more information absorbed** because there are chemicals in your brain that build new neurons.
 - you can be **more quick** with your responses.
 - **higher creativity and innovation.**
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Kotter's 8-Step Plan for Implementing Change

1. Establish a sense of urgency by creating a compelling reason for why change is needed.
 2. Form a coalition with enough power to lead the change.
 3. Create a new vision to direct the change and strategies for achieving the vision.
 4. Communicate the vision throughout the organization.
 5. Empower others to act on the vision by removing barriers to change and encouraging risk taking and creative problem solving.
 6. Plan for, create, and reward short-term “wins” that move the organization toward the new vision.
 7. Consolidate improvements, reassess changes, and make necessary adjustments in the new programs.
 8. Reinforce the changes by demonstrating the relationship between new behaviors and organizational success.
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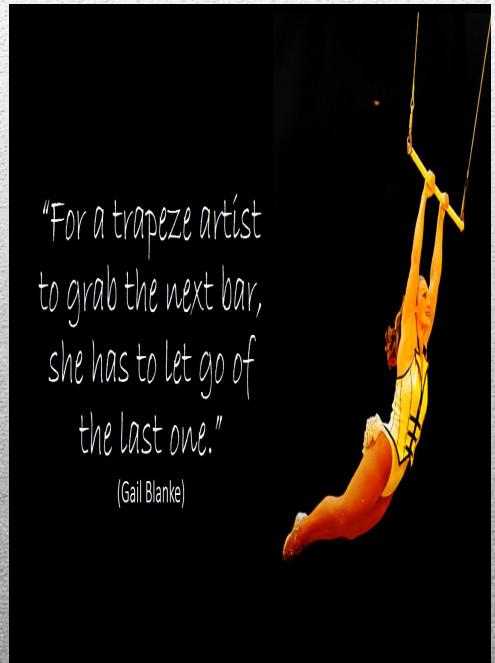
Change Causes Anxiety

- Anxiety is energy:

Positive – creativity , trust, mutual respect and commitment

Negative – fear

- Lack of above, people might not even agree a change is necessary. Especially when no collaboration or communication has taken place.



Effect of clear, consistent values

- When people are involved in the process we have:
 - High group trust
 - Stronger collective identity
 - Higher contribution
 - ~~- More creativity~~



True engagement

- Respect
- Real delegation
- Clear mandate and boundaries
- Empowerment



Respect

- Talk positively with people
 - Brain looks for **alignment**
 - Matches things with **resonate**
 - Think long term (**consequential**)
 - Potential neurogenesis (**PSNS**)



Lack of Respect

- Ordering people produces the following:
 - Brain looks for differences and analyses data for why they are wrong
 - Closes down optimism
 - Short term goal
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- Minimises contribution

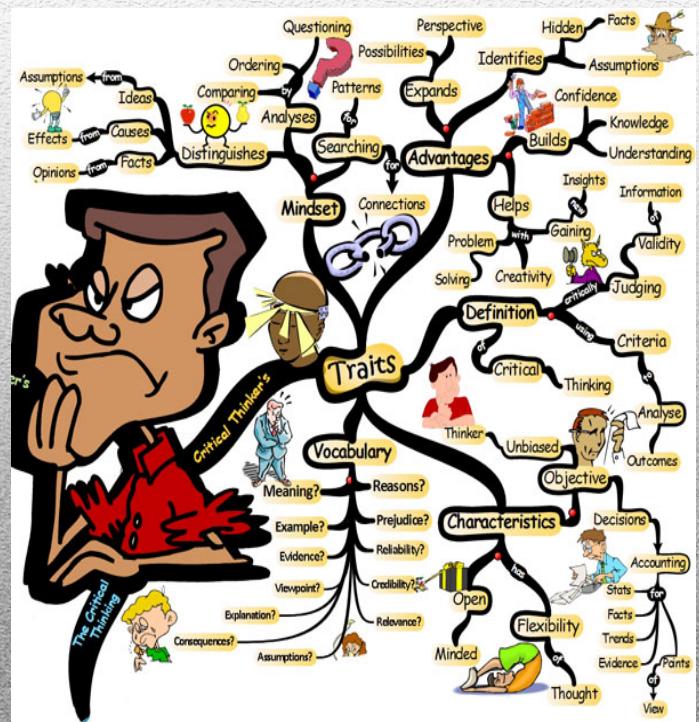


Delegation

- Armed with facts
- Armed with resources
- Allowed to lead (try, act, fail)

Cognitive effects:

- Engages complex thinkers
- ~~Look for missing, valuable information and new ways.~~



Clear Boundaries

- Clear mandate
- Agreed non-negotiables

Cognitive effect

- Creativity heightened
- Manages expectations
- Creates capacity to structure and scope solutions.



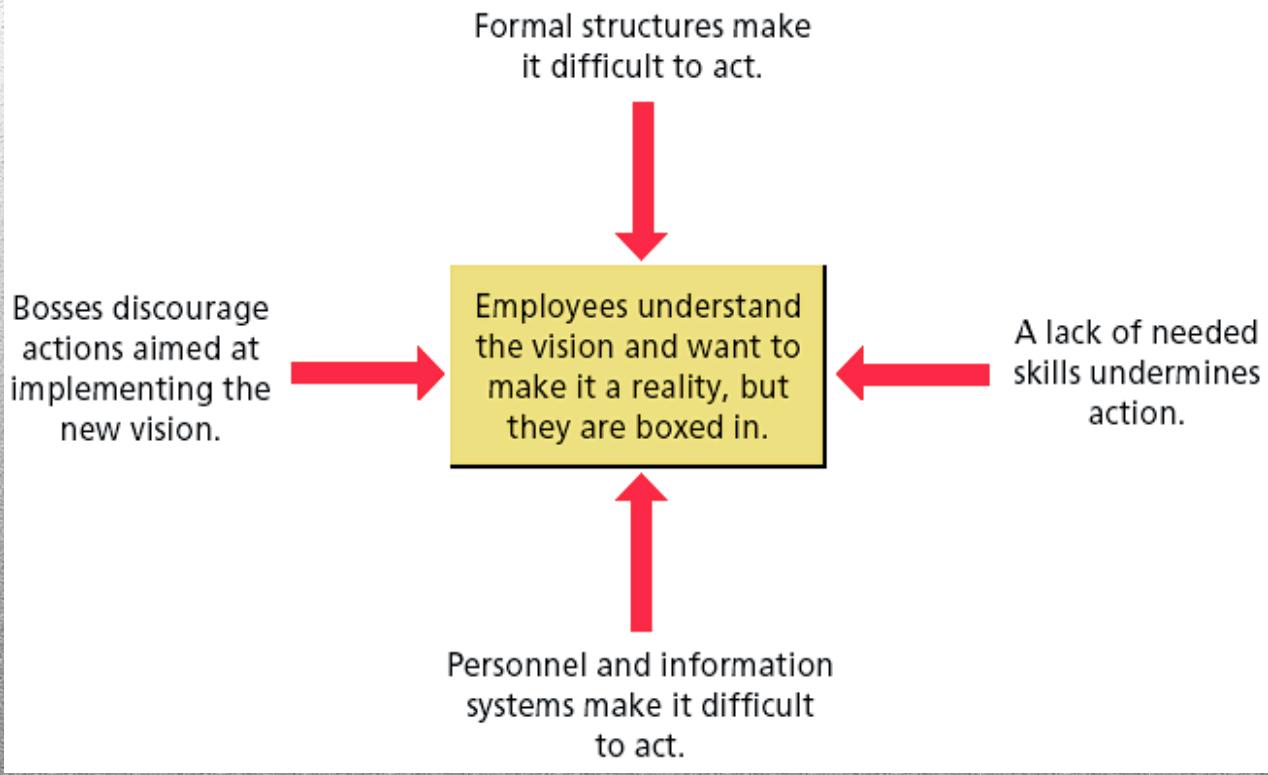
Empowerment

People need to feel:

- **Meaningfulness** – add value
- **Choice** – use judgement
- **Competence** – satisfaction and pride
- **Progress** – moving forward
- **Values alignment**



Barriers to Empowerment



Organizational Stressors: Role Demands

- Role conflicts
 - Work expectations that are **hard to satisfy**
 - Role overload
 - Having **more work** to accomplish than time permits
 - Role ambiguity
 - When role expectations are not **clearly understood**
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Too Much Work, Too Little Time

A national sample of U.S. employees finds that they:

Feel overworked 54%

Are overwhelmed by workload 55%

Lack time for reflection 59%

Don't have time to complete tasks 56%

Must multi-task too much 45%

Work Stress and Its Management

Stress

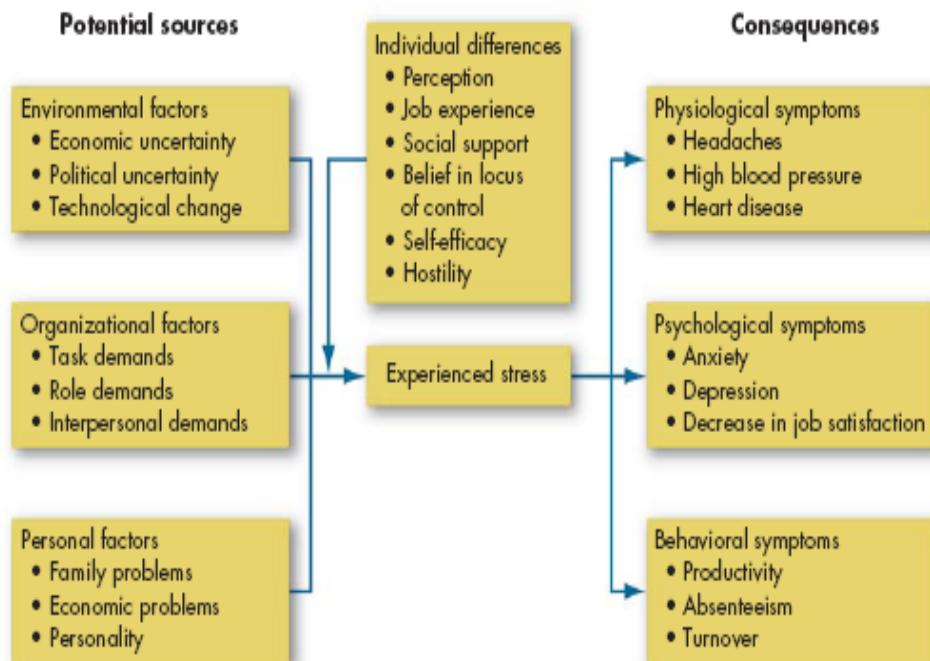
A dynamic condition in which an individual is confronted with:

- an opportunity,
- constraint, or
- demand related



A Model of Stress

Exhibit 19-9 A Model of Stress



Managing Stress

- Organizational Approaches
 - Improved personnel selection and job placement
 - Training
 - Use of realistic goal setting
 - Redesigning of jobs
 - Increased employee involvement
 - Improved organizational communication
 - Offering employee sabbaticals
 - Establishment of corporate wellness programs
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