



# Let The Journey Begin: Face Your Fears Embrace Opportunities & Transform Your Team

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## Overview & Expectations

- Mix of lecture/group work & discussion
- Content based on you
- Questions – ask throughout
- Breaks
- Electronics expectations



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## Discussion

- What are the biggest issues in your center?
- Why are these issues/behaviors happening?
- Why haven't these been fixed?
- How will you ensure it is fixed this time?

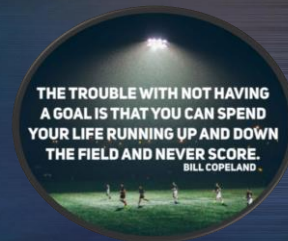


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## Goals

- What are the most important tools & skills you want to learn?
  - Conflict resolution
  - Finding your voice
  - Stop being intimidated by others
  - Managing Imposter Syndrome
  - Change management
  - Culture change
  - How to motivate staff
  - How to hire and retain high-quality staff



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## Revisiting Challenges

- What are the “symptoms” of “unhealthy behaviors?”
- How are most “symptoms” usually treated?
  - Ignore or discipline everyone
  - Talk/feedback (usually no follow through)
  - Discipline that lacks teeth and/or follow through
  - Excuse behavior & lower expectations
  - Brush off concerns or tell employees to deal with it
  - Change policy/revoke privileges based on a few people
  - Pass the Trash
  - Future focus (retirement) & don’t address the now

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## Uprooting The Problem

- Be brave, bold & believe (set a vision)
- Raise expectations & be clear
  - Make sure you mean it
  - On-board & engage those invested
- Be curious, ask open-ended questions
  - Find the need (interpersonal)
- Feedback/discipline with teeth
  - Empower your people to stand up
  - Follow or revise policy
  - Follow-up (with accountability)
  - Change MUST occur

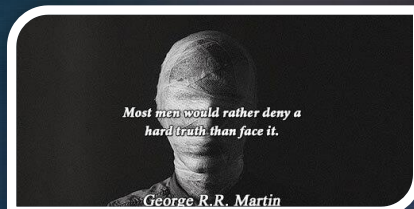


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## The Truth

- You will be uncomfortable
- You won't like it
- The easy people are easy & the hard are hard
- Influence is earned
- You must go first
- Always explain the why
- If you want the truth, ask, but don't argue when you don't like it



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## More Truth

- Don't let the poop stick
- Focus on facts & be empathetic
- Develop a sales pitch (up and down)  
Effective documentation & accuracy
- High potential employee behaviors are all the same
- Develop, demote or document out the door those that won't change
- You need both intensity & consistency

People have a habit of inventing fictions they will believe wholeheartedly in order to ignore the truth they cannot accept.

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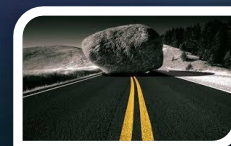
# The Steps of Culture Change

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## Assessment Phase

- What do you want to change? (Why?)
  - Ask & listen
  - Are there multiple ways to get there?
  - What does success look like?
  
- History
  - Stories, legends & myths
  - Has the change been tried in the past and its failed?
  - What barriers do you know of & how will you address them?



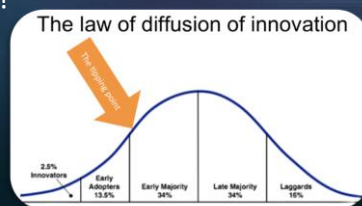
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## Defining Your Vision

- Where do you want to be?
  - What's the plan?
- Does it inspire, motivate & describe a better place?
- Have you effectively communicated it?
- Who is bought in?
  - How are you leveraging them?
  - Law of diffusion of innovation

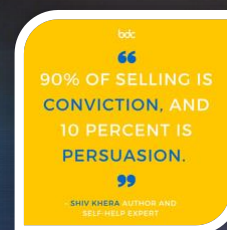


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## Selling Change

- Be in a good place & believe
  - Personal audit
  - Credible, respected, trusted
- Be clear about the problem you are fixing
- Link to mission, vision, values
- You aren't always the best "seller"



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## Communication Plan

- What is changing, why & when?
- Detail flow of information, frequency of updates and feedback process
  - Check receipt of the message
- How will life be different in their world?
  - Describe outcome & changes
  - Link change to vital behaviors
- Proactive focus
  - Anticipate questions & have answers
  - Sell the gifts
  - Talk about it all the time



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## Identify Vital Behaviors

- What behaviors maintain what you do and don't want? (never just one)
- Where should there be problems but there not
  - What behaviors are getting the "right" result?
- Focus on the specific behaviors
  - Allow practice time
  - Everyone must hold people accountable
  - Remember, reward what you want
  - Community board & Roll call visits
  - Regular & on-going recognition

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## Accountability Is Key

- Can't just be the CEO
  - Be brave and set clear boundaries
  - Willing to have hard conversations
  - Can't avoid conflict
- If it is "optional" it will never happen
  - People always do what you allow
- Reward what you want – correct what you don't
  - Regular feedback & evals
  - Awards & opportunities



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## On-Going Reassessment

- Define success & have measureable goals & timelines
- Obtain feedback from all involved
  - Always talk about progress & success
- Adopt a learning mindset
  - There is always a lesson or gift
  - Cementing change takes time
  - Flexibility is your friend



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## Critical Concepts

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## The Results Pyramid

- We are always just doing our programming
- Where does intervention most often occur?
- Most of us sit and spin at the bottom
- Experiences are the most powerful force of change



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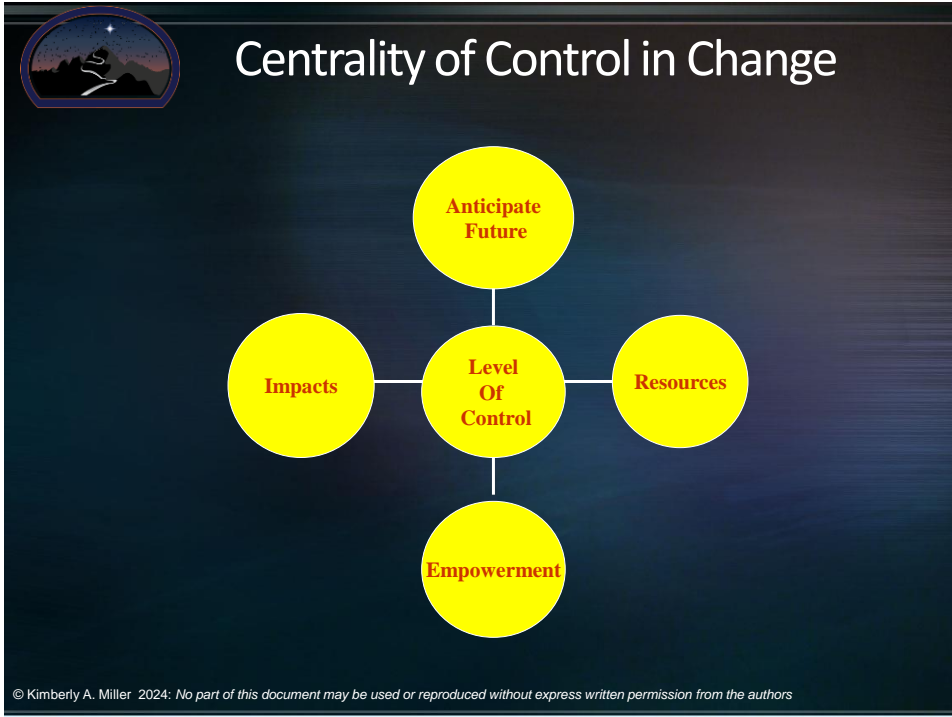


## Programming

- We are all just doing our programming (thoughts/feelings)
  - Manifest the stories we tell
  - Seek data to confirm what we already believe
- Live a conditional life (reactionary)
  - Good = good
  - Bad = bad
    - Happiness & well-being dependent on external factors



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**Anticipate The Future**

- Instills predictability & stability
- Path clearly laid out (know what to expect & when)
- Identify obstacles with plan to navigate them
- Describe the destination and take it one step at a time

The slide includes two images: one showing hands holding coconuts, and another showing a hand placing a block on a staircase.

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## Obtain/Preserve Resources

- Are challenges exceeding capabilities?
- Quality of your relationships
  - Can they be honest with you?
  - Can they vent & not like it?
  - Do you know what they really need?
  - Do they feel supported & understood?
- Do they know how to do what you are asking? (Practice)
- Do you celebrate success along the way?



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## Empowerment

- Give employees a voice, utilize strengths & feedback
- Share power/ownership
  - Explain the why & connect
  - Create a change team
  - Utilize influencers to “sell” & onboard
  - Provide leadership roles
- Keep the focus moving forward
  - Learn from the past but drive ahead



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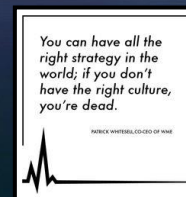
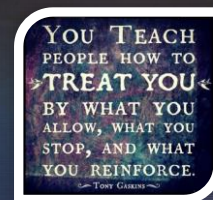


# Impacts

- Minimize direct effects
  - New behaviors easy/bad one's hard
  - Reinforcement/punishment
- Over communicate
  - Explain the "why"
  - Connect change to values/identity
- Don't excuse behaviors, allow saboteurs, or let certain people off the hook



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## Focus On Character

- Most important perishable skill
- Strong influencer of mindset & behavior
- Hire & promote for character
- Solidifies perception, reputation & reactions
- Determines level of influence



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## Long Term Perspective

- People & org. resist change
- It takes time to get buy-in, form habits & solidify new behaviors
  - 3 – 9 years to see big changes
  - Start with quick wins
  - Never stop talking about it
- Short-term focus = undermines your leadership & influence
  - The Infinite Game



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## Potholes & Resistance

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## Potholes & Sinkholes

- Unclear vision, path or purpose
- Lack of thorough research
- Lack of follow through
- Poor on-boarding
- Inadequate use of influencers
- Capacity limitations
- Mindset
- Lack of accountability
- Poor communication
- Digging up the dead horse
- Saboteurs

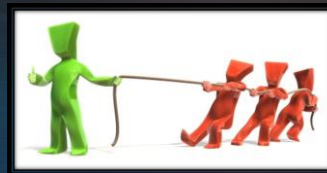


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## Reasons For Resistance

- Low trust & fear
  - Challenge their competence or identity
  - Attached to the “old” ways
  - Trust works from the inside out
  
- Negative mindset
  - Victim mentality
  - Risk vs. benefits
  - Unwilling to be uncomfortable
  - No role models for change
  
- It may really be a bad idea

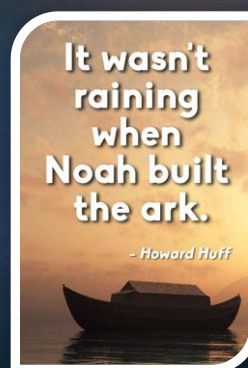


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## Navigating Resistance

- Most resistance can be addressed before it shows up
  - Relationship development & trust
  - Capacity
  - Buy in & effective selling
  - Inclusion/empowerment
  - Leadership & accountability
  
- Listening
  - Is there a better/different way?
  - What was forgotten or isn't working?
  - Involve in decision making

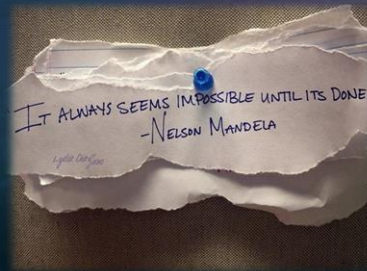


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# Final Thoughts



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