

# Change: Make it Work for You



“It is not the strongest of the species that survives, nor the most intelligent, but the most responsive to change”

-Charles Darwin (maybe)

# Types of Change

- **Incremental Change**
  - Doing something better, faster, cheaper
- **Transitional Change**
  - Fix a problem; transition from old to new
- **Transformational Change**
  - Revolutionary, necessary, radical

# The Change Curve



**Reaction to the change process**

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# Management or Facilitation?

## **Management:**

the act, art, or manner of managing, or handling, controlling, directing, etc.

- Traditional
- Control-oriented
- Resource and bottom-line focused
- Risk-averse

## **Facilitation:**

increased ease of performance of any action.

- Values-anchored
- Relationship-oriented
- Adaptive
- Flexible

# 7 Dynamics of Change

- Awkwardness
- Focus on what is lost
- Alone
- Can only handle so much
- Different levels of readiness
- Not enough resources
- Revert back easily

# Conflict Continuum

Constructive

Destructive

Artificial  
Harmony

Mean-spirited  
personal attacks

Ideal  
conflict  
point

Dominant

↑ Degree of Assertiveness (Importance of Issue) ↓

### Competition

- Low Relationship
- High Issue
- Goal is "Win"

### Collaboration

- High Relationship
- High Issue
- Goal "Win/ Win"

### Compromise

- Goal is to find the "Middle Ground"

- Low Relationship
- Low Issue
- Goal is "Delay"

- High Relationship
- Low Issue
- Goal is "Yield"

Submissive

### Avoidance

### Accommodation

Non-supportive <--- Degree of Cooperation ---> Supportive  
(Importance of Relationship)

# Tools for Dealing with Conflict

- Know your conflict style and that of your team
- Choose the most effective style for the situation
- Separate interests from positions
- Reframe the issue
- Communicate using assertion skills