

Self-Teach Workbook

Adaptability to Change

Leading During Change & Uncertainty

Adaptability to Change - Watch the Self-Teach Video

Durham University Leadership Programme

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How To Use This Workbook

This workbook is intended to support the 'Self-Teach' modules and will provide additional activities, explanations and resources you can use in your leadership role.

Work through the self-teach video and, where directed, or as you feel appropriate, pause the video and refer to the workbook. In the video there will be opportunities for you to take a '60 second thought capture,' (indicated by a 🕒 symbol). Feel free to use the space provided in this workbook to jot down your thoughts. Alternatively, you can pause the video at any point to allow more time to consider the questions.

Take away resources (i.e. those that you can use separately as a 'tool' or resource in your leadership role) will also be highlighted by a 📁 symbol. This will prompt you to copy the resource for later use if you wish.

What to expect from the Module (video and workbook)

- Models, Tools & Tips - 🔧
- Reflective Questions - 🕒
- Post-session Resources and Exercises 📁

How to Use the Self-Teach Module

- Block out the time (sufficient time to watch and complete the activities)
- Download the PDF workbook
- Complete the exercises
- Pause/ rewind/ revisit any time
- Complete the post session activities
- Drop into the Q&A sessions planned

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Taking stock of the changes we are facing

The Three Key Drivers Of Change

There are three key drivers for change:

1. *Opportunity* – Gap in the market, new technology, perceived competitive advantage etc.
2. *Threat* – Loss of a key customer, obsolete product / service, quality problems, falling behind a competitor etc.
3. *Regulation* – Imposed change, deregulation, new legislation etc.

A wellbeing conversation is one which centres around enquiring about an individual's wellbeing, sign-posting and supporting as necessary.



Thought Capture Exercise

What changes are we facing? Consider each perspective below and identify some changes for each.

Global

National

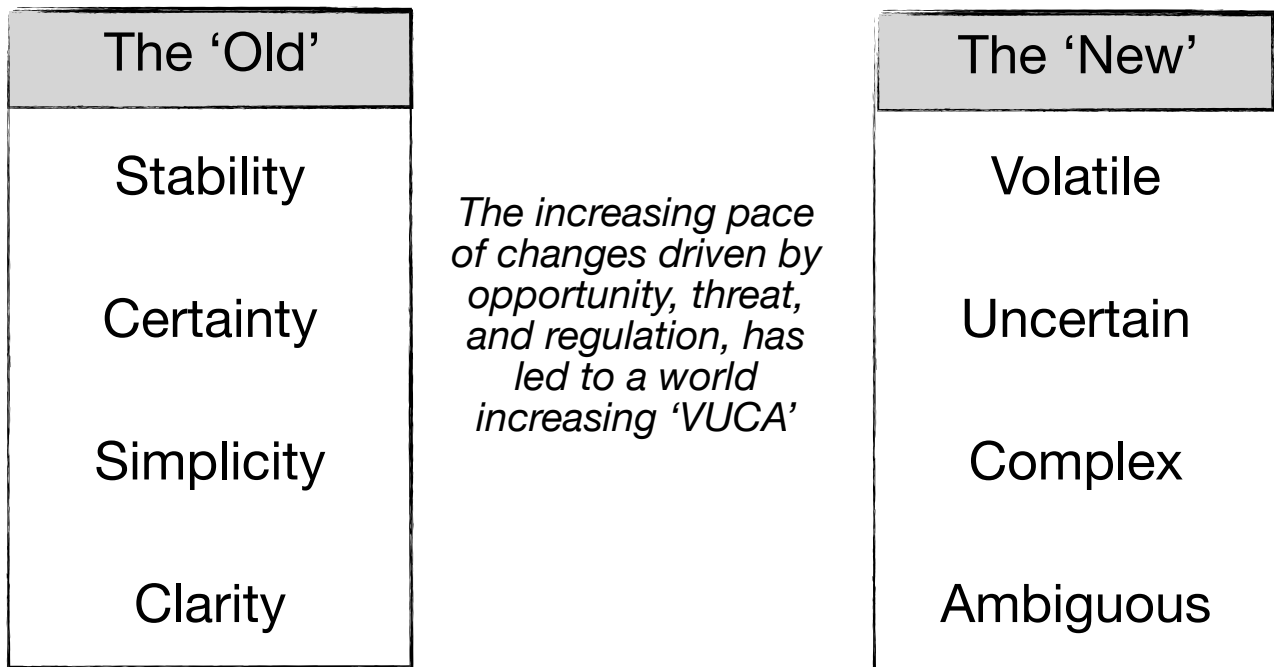
Taking stock of the changes we are facing (continued)**University****My Team****Me & My Role****Key Points** *(watch the self-teach video for more detail):*

- Change can occur at any scale from global to personal
- Often larger scale change (global, national), impacts closer to home - in terms of the changes it causes within our personal lives or how we work as a team

Taking stock of the changes we are facing (continued)

The changes we are experiencing along with the pace of change, lead to feelings of uncertainty and discomfort

'VUCA'



Thought Capture Exercise

Consider how you feel when you experience change. Do you thrive on it? Or does it make you uncomfortable? Jot down your thoughts.

Jot down your thoughts here:

Understanding how change affects us

When facing change we can often overlook the human impact - the emotional aspects. It can be easy to focus on the tangible 'stuff' that needs to get done, but...

"The hard stuff's the easy stuff. The soft stuff's the hard stuff.

[..] change is a 90% people deal"

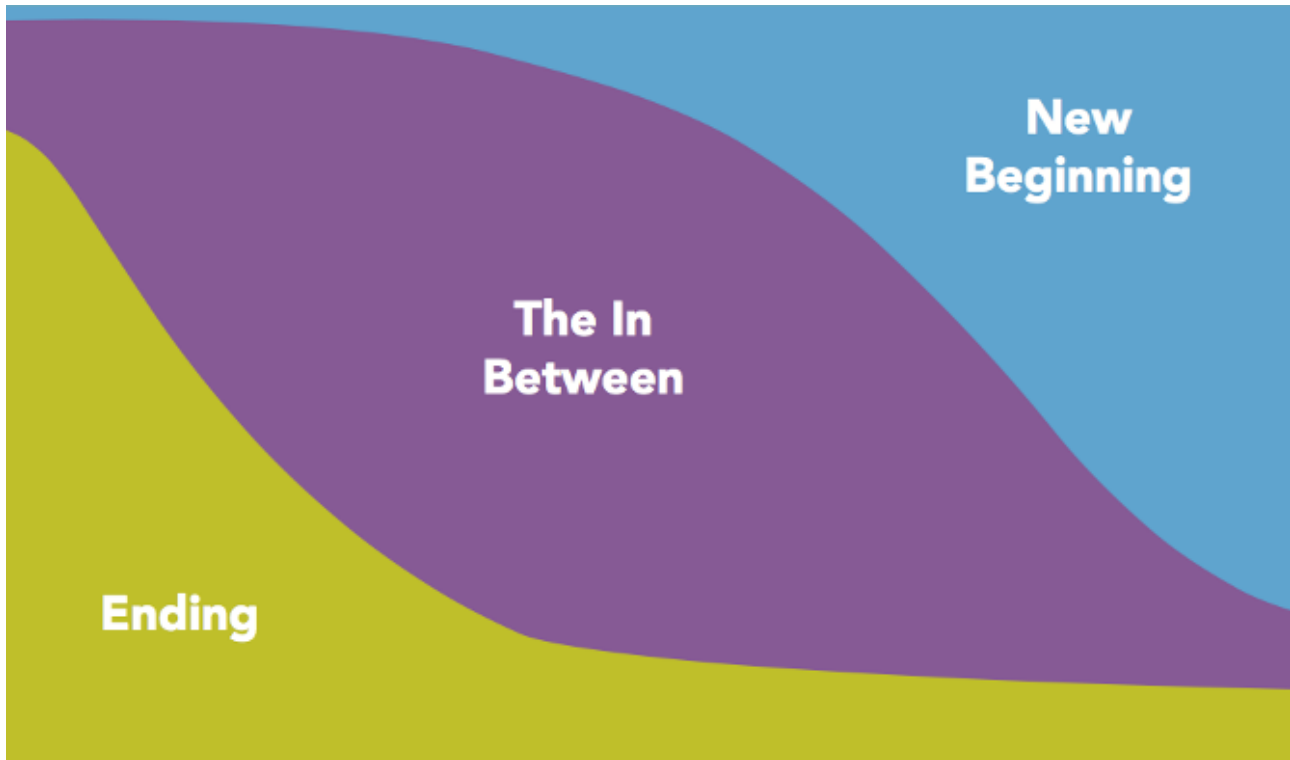
*Tom Malone, Malcolm
Baldrige Award Winner*



Thought Capture Exercise

How well do you know your team members and their level of comfort with change and uncertainty?

Jot down your thoughts here:

Understanding how change affects us (continued)***Bridges Transitions Model (*1)***

Watch the self-teach video for an explanation of the transition model and consider the following question:

***Thought Capture Exercise***

What could you do to support your team through the stages?

Ending:

The In Between:

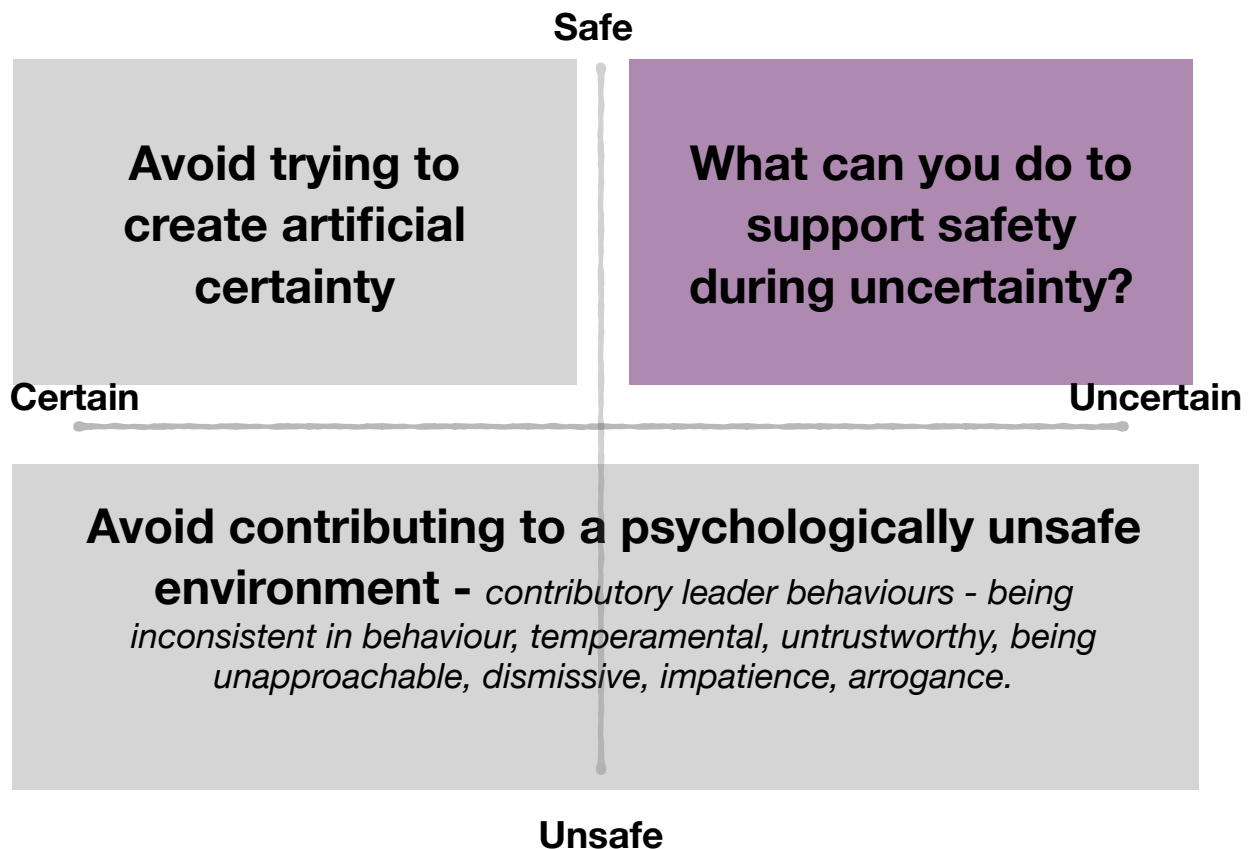
New Beginning:

Your role as leader

Given the pace and inevitability of change and uncertainty, it is important for you as a leader to understand where to focus your 'leadership energy and focus.'

Safe Uncertainty (*2)

Recognising that we need to foster a sense of safety during uncertainty when leading others is important:



Your role as leader (continued)

What can I be certain of? *(watch the self-teach video)*



Thought Capture Exercise

Consider the following areas and identify any aspects you can be reasonably certain have and will remain unchanged...

Role expectations?

The function or service provided?

Specific Tasks?

How to behave towards one another

Shared values?

The team purpose?

Other aspects?

Your role as leader (continued)

Leading during uncertainty

Thought Capture Exercise



Consider the positive leader behaviours below. What could you actually do, day to day to demonstrate each of these behaviours?

Consistency

Inclusivity

Transparency

Respect

Visibility

Integrity

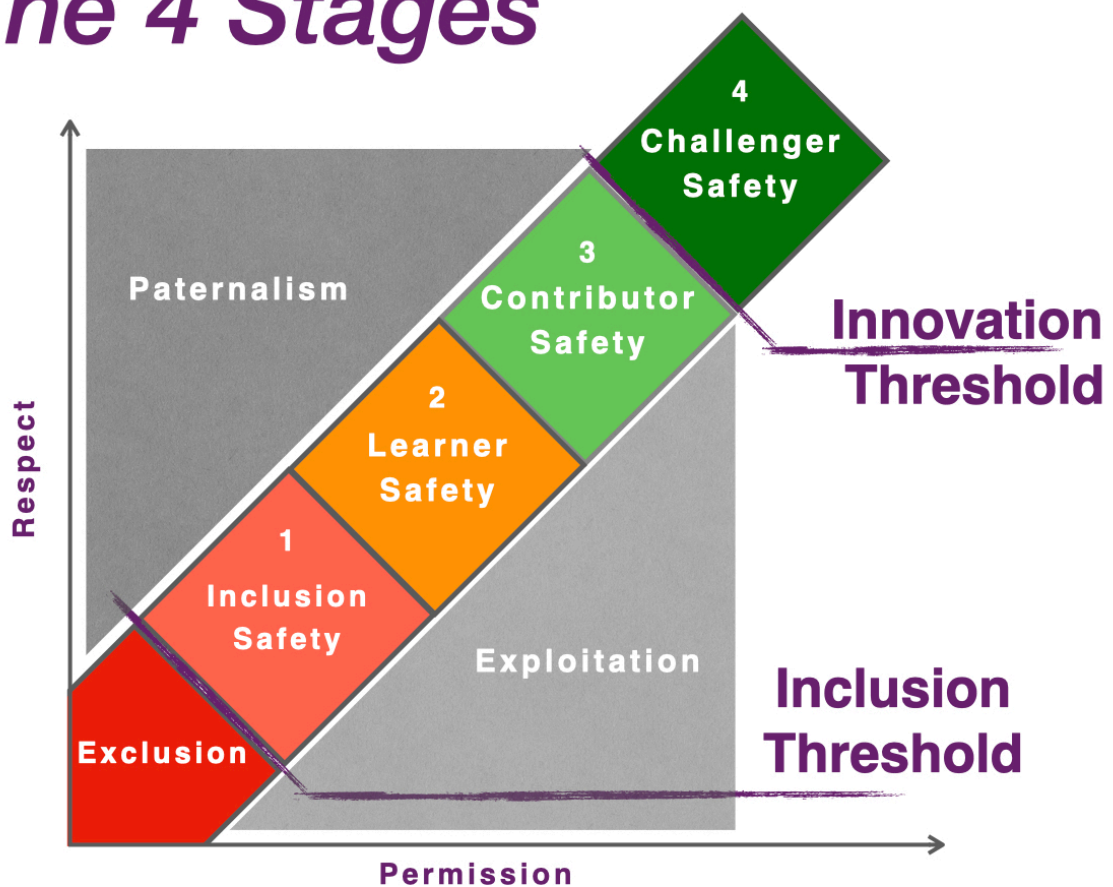
Creating a 'psychologically safe' environment

Psychological Safety - What is it? Why does it matter?

'...a condition in which you feel included, safe to learn, ...to contribute and ...to challenge the status quo'

Clark, T. R. (2020) 'The 4 Stages of Psychological Safety' (*3)

The 4 Stages



Creating a 'psychologically safe' environment (continued)



Thought Capture Exercise

Where are you as team and where is each member? Any thoughts on how to foster psychological safety?

Jot down your thoughts here:

Action Planning

Now take some time to identify:

1. *How adaptable are you to change?*
2. *Your Team?*
3. *What three things can you do now to become more adaptable?*

References

1. Bridges, W. (1991) Managing Transitions: Making the Most of Change, Addison-Wesley, Reading, MA.
2. Mason, B. (2019), Re-visiting safe uncertainty: six perspectives for clinical practice and the assessment of risk. Journal of Family Therapy, 41: 343-356
3. Clark TR, (2020) The Four ~stages of Psychological Safety. Berrett-Koehler, Oakland

Further resources

Consider the following self-teach modules to support your development:

- Resilience - Understanding Strain
- Resilience - Wellbeing Conversations
- Listening Skills
- Time Management - Delegation and Manager as Coach