

TAKE CHARGE OF CHANGE!

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Abstract

The ability to master change and manage complexity has never been more important, given our fast-paced, non-stop lives. The first step is to understand the built-in mechanisms that make change so difficult. These serve as the source of our natural resistance when faced with something new. Then we can distill five characteristics, or CHANGE-Abilities, that enable us to better adapt to whatever the world throws our way. Finally, we can learn and apply specific strategies and tactics to enhance our CHANGE-Ability.

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Introduction

“They’re going to reorganize us AGAIN! This can’t be true. We just reorganized six months ago. I’m still not sure who I report to. They really need to get their act together. We can’t get anything done, we’re so busy trying to figure out who’s responsible for what around here. If I weren’t close to vesting I would just get out. But what choice do I really have? I’ll just keep my head down and hope that I don’t get hit with anything flowing downhill.”

Has your environment ever changed without your permission like the person in the story above? This person’s reaction is pretty typical. People ask me how they can deal with this better; how they can prepare for changes they didn’t anticipate and manage the increased complexity in their lives. If you ever wonder the same thing, then read on.

One thing many of us feel in our guts is that our lives are pretty complex. Especially at work, many of us have to deal with one change on top of another. Add onto that the demands we face outside of work, like ferrying kids around, taking part in school activities, and spending time with friends, and you’ve got a mess.

But hasn’t change always been with us? Yes and no. Humans have been adapting since before we stood upright. The concept of change has been around for a long time. Heraclitus in the 6th Century BC pointed out that that we never step in same river twice. A little later Plato and Socrates said that the universe IS change, and stability is an illusion. On the other side of the world, Lao Tzu, a venerated Chinese philosopher, wrote the Tao Te Ching, or Book of Changes, also in the 6th Century BC. Inventions such as the wheel, plow, printing press and atom bomb demonstrate the endurance of change. However, there’s good evidence that change and complexity are intensifying exponentially. Here are a few examples, starting in Figure 1 with the accelerating pace of invention.

Figure 1 – Years Taken To Reach a Quarter of the US populationⁱ

<u>Product</u>	<u># Years</u>
Automobile	55
Telephone	35
Television	26
Personal Computer	16
Cell Phone	7

An eight-fold acceleration!

We can also quantify how culture is changing. For over 99% of recorded human history we lived as low-density foragers or farmers in communities of a few dozen people. For example, the researcher Julian Steward has shown that early ethnographers documented 3,000 to 6,000 cultural elements among the native peoples of western North America. By contrast, the U.S. Army landed 500,000+ types of materiel at Casablanca in World War II.ⁱⁱ

For men between the ages of 45 and 54 the median years of job tenure in 1983 was 12.8; in 1998 it was 9.4 years. Decisions made today have much more far-reaching consequences than they had just 25 years ago. The actions of the International Monetary Fund and U.S. investment managers had a near-instantaneous impact on the 1997 Asian financial crisis. Markets around the world react within minutes to pronouncements by the head of the U.S. Federal Reserve.

So change **is** accelerating. And increasing our personal “*CHANGE-Ability*” is how we can manage it. First, let’s define what we mean by change, and understand why it can be so painful.

Types Of Change

There are two basic types of change. Planned changes, which we have some control over, and unplanned ones that we have less control over. The former range from changes that are relatively fleeting like switching from reading mystery to reading science fiction. Similar, but somewhat more lasting, are changes to our habits, such as the route we take to work or whether we shower in the morning or evening.

Personal growth changes, such as altering our attitudes, have yet more impact. Say we used to believe that others had our best interests at heart, but experience showed us that people just out for themselves. Finally, we can undergo a transformation, in which our experience of reality is fundamentally different.ⁱⁱⁱ Such a shift occurred in our sense of security and stability after the dropping of the atomic bombs in WWII. On a smaller scale, a near-death experience can radically alter a person’s view of the meaning of life.

Even tougher for most of us is the second type of change. This includes external events, such as our company moving to a new location, and natural disasters. These usually disrupt our lives more than the first type of change. We are less prepared for them. Part of the reason these changes are so difficult is that we don’t understand why we react the way we do. Let’s see what we can learn that might help us increase our CHANGE-Ability.

Roots of Behavior

What’s the one word that comes to mind when you think of people’s reaction to change? Many people quickly respond, “**RESISTANCE**”.

I’ll make a bold statement. **People don’t resist change!!!** Lots of research backs this up. Actually, we do resist something related to change. It’s LOSS. While there are many things that we don’t like to lose, Figure 2 shows three that are the hardest.

Figure 2 – Difficult Losses

1. Self-identity
2. Relationships
3. Control

Let's tackle these one at a time. **SELF-IDENTITY** is our basic sense of who we are and where we fit in the world. It's made up of things such as skills, self-confidence, responsibility, sense of freedom and our basic values. For example, I may think I'm a kind person who really tries to help others. Also, I believe I'm a skilled communicator and have the ability to provide for my family and make a positive impact on the world.

Second, **RELATIONSHIPS** are important to us. Sticking together has good survival value. We're more likely to eat if we hunt lions with our pals Morg and Droob than if we go alone. In addition to survival value, it's more enjoyable to sing around the campfire and retire to my cave with someone than it is to do it alone. Pulling together to specialize is even better: *"You make the grog and I'll bring the lion meat and we'll eat really well."* That's why we band together in organizations. It's a lot easier to build an airplane with some help.

Each of us takes on certain roles in a group. If I see myself as a harmonizer, who smoothes things over when there is tension, or as a leader who gets others to follow, I'll resist having the status, esteem, etc., that comes with these taken away. We come to expect that others will act the way they always have. We're upset when these patterns change because we knew what the rules were. And we don't want to lose the familiar surroundings, inclusion, respect, and even affection we get from relationships.

Finally, the most difficult thing for us to lose is **CONTROL**, especially over what is known and familiar. What is familiar and comfortable to me includes my sense of security, work habits, working conditions, priorities, privileges, status, and ability to provide for myself and my family. That's why the uncertainty of what is new can be so difficult. Knowing what we are faced with increases our sense of control.

Resisting loss of control comes from deep within us. We've got an instinctual need to be able to control our source of food and to not become food for others. This relates to our fight / flight instinct... a natural reaction to potential threat. What's key is that our need for control and our resistance to losing it is instinctual, not reasoned.

But face it. How often are we engaged in fight or flight? (*"Have that report on my desk by 5:00 p.m. or I'll throw you to the lions."*) These days, we ensure control through autonomy and power. My autonomy allows me freedom to choose what's going to ensure my survival. The more power I have, the more I'll be able to control my source of food (and growth, and pleasure) and prevent you from controlling them. These are based on powerful instincts, but they're different. They can be reasoned responses that we choose. I say "can be" because we often don't think about how we use our autonomy and power.

These are powerful instincts driving us to crave stability and the known. There are other elemental forces at work inside us.

The Power of Beliefs

We've got a natural range within which we're safe and comfortable. Think of a thermostat set between 65 and 75 degrees. When the external temperature is within that range the heating/cooling system is off. It only reacts when the temperature's below 65 or above 75. With people we call this the "status quo".

One of the most important ways we maintain the status quo is through beliefs. I'll tell a story to illustrate. Picture our human ancestors out on the savanna...

*One day, a group of them is out hunting, and they come across a certain stand of trees with lions in it. The first time they get to the trees we're surprised by the lions, and a few don't make it back. The next time they're a little less surprised, and maybe just lose a few limbs. This is good. They're learning. Since the part of their brains that allow them to reason is still developing, back at the tribal council they agree that lions tend to stay in the same place. They might even agree that dangerous animals stay in the same place. They're starting to anticipate the world without actual data from our senses. They're creating **beliefs**. So the next time they're out hunting they avoid the stand of trees with lions in it. All of them make it back home with all of our limbs.*

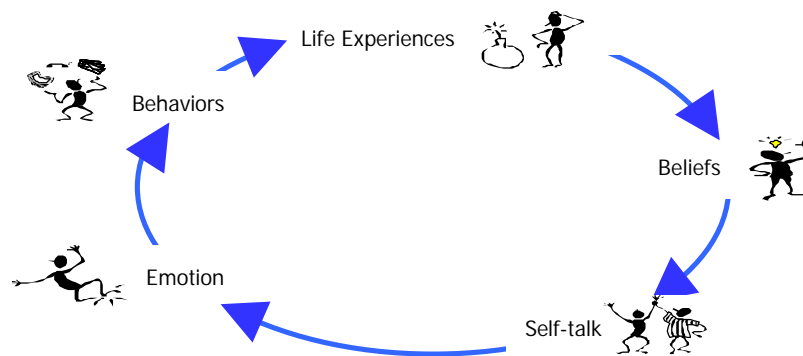
Again, their beliefs have good survival value. But beliefs are tricky things...

Along comes Morg from a different tribe. He says, "Hey, did you know that snakes don't stay in the same place." Given your hard-won belief you reply, "Morg, you're wrong. Dangerous animals stay in the same place. We know this to be true." The next time you're surprised by a snake in a new place, the survival value of your belief loses a little luster.

Bringing it a little closer to our era, IBM provides a great example of this in the corporate world. There was a strongly held belief in the company that large amounts of data would always be handled by mainframes, its main business. It took several years and many billions of dollars for IBM to change this belief when the PC came along. On a smaller scale, you can probably identify managers today who are still operating on the belief, formed years ago, that managing by fear brings higher productivity. This no longer works so well. (If it ever did.)

The tough thing about beliefs is that they're below the surface. What we actually see in response to change are behaviors or emotions. When we try to implement new software or reorganize a department people act in certain ways. Their verbal responses show us their strong, usually negative, feelings. Figure 3 shows how behaviors, emotions and beliefs are tied together.

Figure 3 – Beliefs Model



To illustrate:

- We have a **life experience**. [*As a child, we try to put together a puzzle. Our parent pushes us to do it faster and gets frustrated when we don't get it right.*]
- Based on that life experience, we come up with **beliefs** about ourselves and assumptions about others. [*I'm not quick enough. My parent doesn't like me.*]
- Later in life, we reinforce this with **self-talk**. [*"Why can't I ever do it right the first time? They always expect too much."*]
- This self-talk brings up **emotions** [*frustration, anger, disappointment*], which lead to
- **Behaviors** [*less risk-taking, only take on easier tasks*].

This brings me to a story about a researcher exploring artificial intelligence. Each day, the researcher came into her lab, turned on her computer and worked on programming it to think like a human. Each day when she turned on the computer, she looked for signs of intelligence, and got only reactions to her input.

Then, one day the researcher came in, sat down, booted up the computer, and knew she had succeeded. On the screen it said: "let me tell you a story". Humans are unique in the animal kingdom in their ability to construct stories. (Actually, there is some new evidence that dolphins and primates relate stories. But they tend to be really boring: "Ate a few bananas, picked bugs off my friend, swung around a little".) Listen to the conversations around you. Notice how many of them are stories.

We reinforce our beliefs for ourselves and convey them to each other through stories. Say your company announces that it no longer is going to need the work you do. One story you could tell yourself is that they don't know what they're doing, they're making a big mistake, and you'll never get another similar job. Another story is that the people making the decision are paid a lot to make these decisions, they must have good reasons that you don't know, and it's a great time to finally write the screenplay that's been bubbling inside you for years. Same event. Two very different story lines. We stories call the stories we tell ourselves "self-talk".

In helping others through change, we often focus on changing external circumstances (Life Experiences in our model) and Behaviors. These are the most accessible and the least threatening to deal with. It's easier to say to someone, "*just play with the new software for a while and you'll see how good it is*" than it is to get at their underlying beliefs about why new

experiences are threatening. Unfortunately this approach is likely to result in compliance rather than commitment. Since the roots of behavior are deeper, the behavioral “weed” will just grow back if we don’t uncover the “roots” of self-talk and belief.

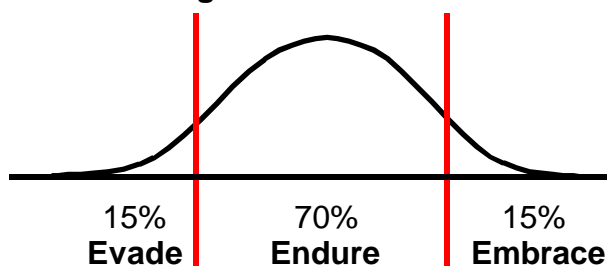
Try this simple exercise. Lean forward, slump your shoulders, put your head down, frown, and mumble to yourself five times in a row, “*I feel negative and insecure. I’m a useless and powerless victim of events.*” How do you feel?

Now sit up straight, pull your shoulders back, grin, and say in a strong voice, “*I feel confident and positive. I’m effective and in control.*” Feel any different? Many people do. If you don’t it’s probably because you’ve spent 20, 30 or more years developing your current beliefs, self-talk, etc., These brief journeys we’ve taken inside ourselves and back in time start to explain why change is so hard. It’s deeply rooted in our nature and life experiences.

Reactions to Change

There are three basic stories we have about how we’re going to respond to change. The first we’ll call **Evade**. Folks who tell themselves this story dig in their heels or run like hell when confronted with change. The next is **Endure**. These folks take a “wait and see” attitude, saying “this too shall pass”. Finally there’s **Embrace**. Entrepreneurs typically live this story, willingly taking risks and looking for new challenges. These three stories are not separate. Figure 4 illustrates how they’re really points on a continuum.

Figure 4 – Reaction to Change Continuum



The first step in increasing your CHANGE-Ability is to honestly recognize which story you are most likely to tell yourself when confronted with major change, and decide if that’s where you really want to be. Take a minute to locate yourself on the continuum. Now, think of another person you know who’s been through a big change. What’s their story? As you do this keep in mind that there are life experiences, beliefs, feelings, and behaviors related to each story.

CHANGE-Abilities

We’ve looked at the roots of individual behavior, resistance to loss and the most typical reactions to change. Now what do we do? What do people who are really good self-changers do to move through changes they’ve chosen and prepare themselves for change that’s out of their control? The good news is that research across a number of fields reveals clear themes on the characteristics of people who are better at anticipating and managing

change. These characteristics, which I call CHANGE-Abilities, are: **Grounded, Open, Tenacious, Ordered** and **Connected**.

- **GROUNDING** means having a solid sense of self-knowledge, self-esteem and self-efficacy. These people know and are confident of themselves and their abilities. They explain things to themselves in positive ways and determine what they can do to manage a situation. Being grounded means having a deep, abiding sense of what is truly important.
- **OPEN** has to do with being flexible, future rather than past oriented and agreeable (cooperative, good-natured and tolerant) with others.
- **TENACIOUS** is being clear on what you want and able to maintain consistent focus to achieve it. It also includes being proactive to achieve what is most important to you.
- **ORDERED** is the ability to see the underlying order of things, or the patterns and connections under the surface. It is also being plan-full and organized.
- **CONNECTED** is the ability to establish and maintain solid relationships with others. A key element is the capacity to be and be seen as trusting and sincere.

Knowing these can be useful to deal with both planned and un-planned change. Understanding your strengths before you're in the middle of a change gives you time to focus and prepare. Second, you can use the strategies and tactics associated with each CHANGE-Ability to move through an especially difficult change more quickly. Before talking about how you might enhance your CHANGE-Abilities we'll look at the natural phases that we pass through during significant change. It turns out that certain CHANGE-Abilities are more useful during specific phases.

Phases of Change

Elizabeth Kubler-Ross did groundbreaking work on stages of change in her research on how people handle death and dying^{iv}. She found that we experience predictable emotions in a predictable sequence when faced with trauma. Later research shows that people go through similar stages in experiences such as breaking drug habits, psychotherapy and organizational transformation. Again, there are common themes that give us a roadmap for major change. These are shown in Figure 5.

Figure 5 – Phases of Change



All of us progress through several phases during a change. We generally move from the earlier to the later ones. It's also possible to get stuck in a phase, and to cycle back to an earlier one.

To **PERCEIVE** the change you become aware of it and of your reactions. You're more likely to spend more time in this phase with a planned change rather than one imposed from outside. To **EXPLORE** you get information and understand the implications of the change for

you. It also has to do with exploring what about yourself you might want to alter or re-align in order to take advantage or, or deal with, the change. You take steps to get ready and gather the resources and support you might need in order to **PREPARE** yourself. The **ACT** phase simply means undertaking activities to move yourself through the change. In our action-oriented society, many of us want to jump here in order to “just get stuff done”. Actually, you **are** taking action in the previous phases. Paradoxically much of the “action” may take place inside of you as you question outdated or unhelpful beliefs and assumptions, come to terms with emotions about the change and connect with people who can support you through the change. Finally, you have to consolidate or **SUSTAIN** the gains you’ve made. This means continuing to reinforce yourself for doing what you have to in your new circumstances, and getting recognition, rewards and external support. Here’s an example:

My company has just announced that it’s moving its headquarters from New York City to Columbus, Ohio. DAMN. Columbus is such a hick town. Based on my last move this is a major hassle. They can’t be serious...they’ll certainly keep some jobs in NYC. How could they make a decision like this without thinking of the personal impact it will have on employees? How can I just uproot my whole life?

As I get more information about Columbus and about the assistance the company will provide, I start to shift. Maybe I can get a decent pizza in Columbus. But what about my family and friends? How many of my pals in the company are going? I’ll have to spend some time talking to folks. On the other hand, I don’t plan to stay with the company forever. I can move back NYC in a few years.

I guess it’s not so bad after all. The company’s offering a generous relocation allowance, and I can get a really nice house and make a killing on it when I sell. [Note that up until this point, the reactions, thoughts and decisions have to do with ME. I intellectually understand the benefits to the company. But I don’t care. You’re asking ME to uproot MY life.]

I’ve finally decided to go, so I better start to get ready. I have to get more information on Columbus and on what the company intends to change when it gets there. I need to look for a house, contact people who’ve lived in or visited Columbus and line up the resources I’ll need to relocate. Also, I better build bridges for myself to people who I’ll leave behind who I don’t want to lose touch with, and to people in Columbus I want to start associating with. I’m actually getting excited about seeing a new place, and feeling a sense of relief that I don’t have to put myself on the job market. Maybe this move won’t be so bad after all!

Well, it’s moving day. What a hassle. Maybe this wasn’t really a good idea. I hate the thought of leaving the apartment it took so much time and care to decorate. And there are people I worked with in New York whom I’m really sad to leave. Also, I knew where everything was, and am tired just thinking about having to find all of the same things, like cleaners, tailors, shopping, etc.,. On the other hand, the company has provided a lot of information on services available. And I have a distant cousin who lives in the mid-west, and has friends in Columbus who are happy to show me around. I’ve also discovered that people there are very friendly and willing to help out. The company has thrown a party and arranged a tour of the area where the new headquarters will be, so a bunch of us can support each other in learning about the new services. Also, I’m going to be doing pretty much the same job, and know a lot of the people I have to interact with. I get everything packed up, settle my affairs in New York, and start to choose furniture, etc., for my new house and office. Finally the move.

Continued...

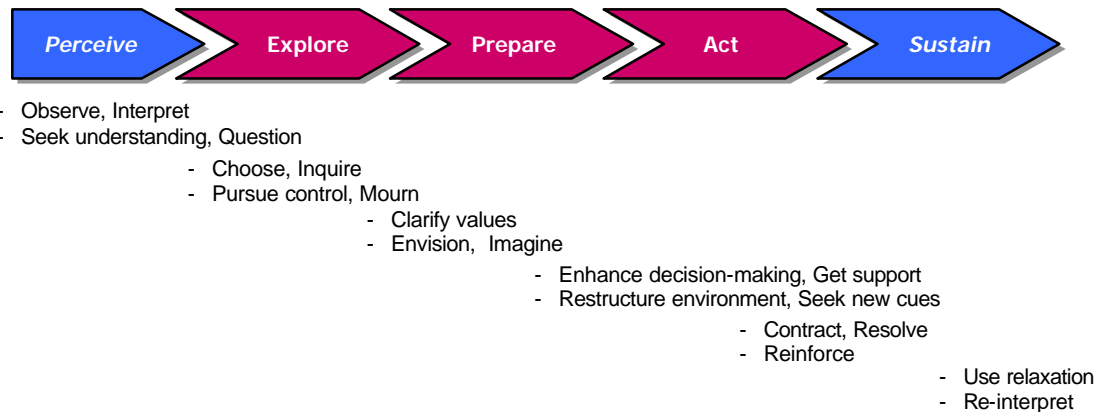
It wasn’t so bad after all. It’s actually refreshing to have some old and some new people to socialize with. The company has changed some outdated practices, and is actually asking employees how to make it a better place to work. Of course, it’s still disrupted my routines. The upside is that I’ve gotten myself out of some ruts I’ve been stuck in. My new house and my neighbors are great.

Finally, I’ve learned something about myself. The move was actually kind of fun. I like being in a new place when I have some support and help. Next time will definitely be easier. I know I need to get information sooner, and look at both the positives and negatives before making a decision.

Accelerating CHANGE-Ability

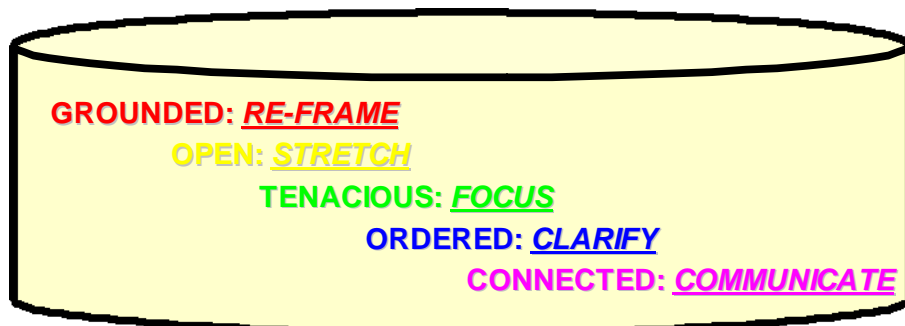
Listed in Figure 6 are several tactics you can use to enhance your own and other's CHANGE-Ability.

Figure 6 – CHANGE-Ability Tactics



Rather than go through each tactic, let's look at some underlying strategies for each CHANGE-Ability.

Figure 7 – CHANGE-Ability Strategies



Self-esteem and self-efficacy are two critical components of being **Grounded**. From our Beliefs model in Figure 3 we know that self-talk is a key to these two elements. By **RE-FRAMING** past and current situations, we can generate options for how we'll handle them differently in the future. We can also re-frame events in terms of how we can shape them to more fully realize our deepest values.

Try this exercise^v. Think back to one specific work setting... imagine what it feels like and sounds like: what life's like there. What things, if they were to happen more to you, would be more supportive of your growth & development? Don't edit your thoughts by what's possible or realistic. Now draw a table like the one in Figure 8 and write in the statements in the top boxes. Put your answer to the previous question in the lower left box under A. Then fill in the bottom boxes under B, C and D in order, by completing the statements. The responses shown are examples.

Figure 8 – Beliefs Exercise

A. I'm committed to the value of.	B. What I do / don't do to more fully realize "A".	C. My other commitments that get in the way.	D. My Assumptions
<ul style="list-style-type: none"> Sharing concerns, issues, fears in a true dialogue with someone. 	<ul style="list-style-type: none"> Making more connections with people. Hold myself back by trying to be too "buttoned up". 	<ul style="list-style-type: none"> Not being rejected. Being seen as professional. 	<ul style="list-style-type: none"> This is the world. If I'm really myself, people won't like me.

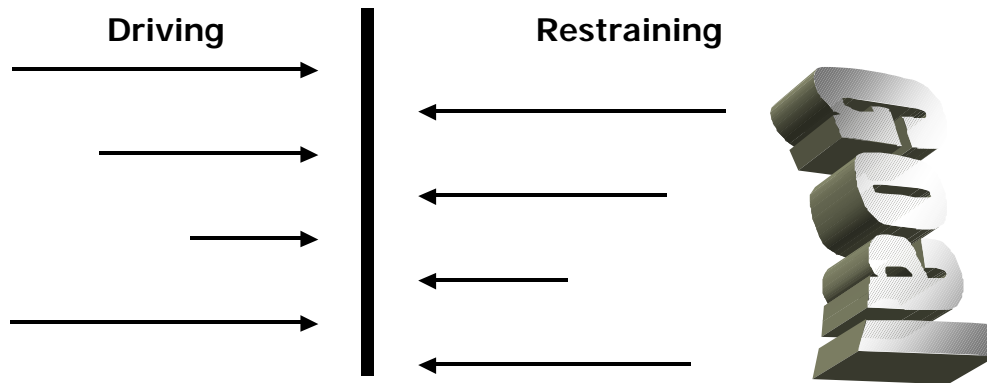
In the bottom box on the far right we start to get at some of our own deep beliefs that impact how we show up in world. Bringing these to the surface allows us to question them. We can make choices about which to keep, alter or stop. We can also start to understand the commitments we've made that get in the way of realizing what's truly important to us.

To become more **Open** we need to **STRETCH** our routine perceptions and interpretations. For example, next time you find yourself explaining why you think something happened to you, grab a pen and paper (or Palm Pilot). Write down three alternative explanations: one positive, one negative, one neutral. Then write out three questions you can ask to confirm which is the most likely. This does a few things for you. It helps you expand your "homeostatic set-point". You can become more aware of patterns in how you talk to yourself, so you can decide whether they're helpful. And you get a chance to do what athletes do to achieve peak performance, by practicing skills before you need them.

Tenacity has **FOCUS** as an essential component. First, we have to have something to focus on. This means having a clear, positive, preferred future to aim for. One way to do this is to write your own eulogy. Without putting a lot of thought into it, write down one paragraph which describes the positive impact you've had in your life to be read at your funeral. Then define one short-term objective that will start you down the path to what you've described. If hopes are aspirational statements that pull you forward, objectives are specific, short-term aims that move you down the path. This leads to the second component of focus. This is constantly testing and confirming how your plans will enable you to achieve your hopes and objectives.

The force-field analysis from Kurt Lewin shown in Figure 9 can help with this. On it, plot all of the things that help you reach your goal, called driving forces, and everything that might get in the way, or restraining forces. The longer arrows are for the forces with more impact. This provides a graphic view of the things that can help and hinder you. Based on this, you can develop plans to enhance the driving forces and neutralize the restraining forces. This leads naturally to our next CHANGE-Ability.

Figure 9 – Force-field Analysis



The Personal Balance Sheet in Figure 10 will help you become more **ordered**. It enables you to **CLARIFY** what you want to gain and what you don't want to lose during a change.

Figure 10 – Personal Balance Sheet

	<i>Now - Manager</i>	<i>Future - Owner</i>
<i>Positive</i>		
<i>Negative</i>		

Fill it in by writing all of behaviors, emotions, assumptions and outcomes can think of in each quadrant. For example...

Say I might lose my job as manager in a large company and start my own business as a consultant. Some positive and negative aspects of my present and future positions are:

- Manager positives: helping others, recognized by executives, happy with my team.
- Manager negatives: limited autonomy, politics, not enough impact.
- Consultant positives: help more people, more autonomy, more recognition.
- Consultant negatives: variable earnings, have to sell self, others' disapproval of consultants.

Of course, you will have a lot more written in each box. You can refine this by assigning a score to each of the items you've listed. Those that are most important to you get a three, those that are less important a two, and the least important, a one.

This exercise can give you a more balanced picture of where you are now. It can illustrate that, in addition to possibly losing some things you hold dear, you have the chance to leave behind less desirable aspects of your present role. You can plan how to build into

your future role some of the positives that you currently have, to minimize your losses. Further, you can plan to minimize the negatives of your possible future position.

A deeper sense of the word **Ordered** relates to seeing underlying patterns, or order, in seemingly disparate events or effects. Say I recognize that an underlying dynamic of the complexity, fragmentation and demands in my life is the explosion of information I have to make decisions about. Knowing this, I might review what's really important to me and develop some rules of thumb for assessing which the information is most useful in helping me reach my goals. I might also see that the information explosion is partly a result of the increasing specialization in our society. Knowing this, I can work to get clearer on my own wants vs. needs.

Finally, one of the most important CHANGE-Abilities is being **Connected** to others, and having the personal characteristics that establish the trust necessary for others to want to connect to us. The three elements that build trust are past history, positive intent and openness. Being able to **COMMUNICATE** well is key to all of these.

Past history is straightforward. As the comic strip Ziggy says, "Your future is determined by your past. So be careful what you do in your past." Of course, we CAN'T change the past. I was recently working with a manager who thought she was being supportive with her staff. Through feedback, she came to understand that their perception of her was very different; they saw her rapid speech and urgent tone as directive and commanding. Knowing how her communications had impacted others, she could choose how she wanted to communicate in the future.

Positive intent is the degree to which you perceive that I act with your best interests at heart. It doesn't mean being self-less, but taking both my and your interests into account when doing something that will affect you. To enhance others' perception of your positive intent, use the platinum rule. Rather than "treating others as I want to be treated", you "treat others as they want to be treated". How do you know how they want to be treated? Watch them, and ask! Also, give them choices and involve them in important decisions.

Openness means letting you know my feelings, concerns and hopes. I remember someone telling me that they had trouble trusting me because I tried too hard to be polished and professional. They assumed that there was something I was hiding. You can increase your own openness. The first step is to become aware of your hopes, feelings and concerns. The above activities may help with this. Another thing you can do is keep a journal, noting the important things that have happened to you and your reactions to them. This allows you to get in touch with your natural response to different situations and people. Then, you can prepare to let others know, in the moment, how a situation or challenge is impacting you.

Two final points:

- 1) The strategies and tactics to enhance CHANGE-Ability have to do with addressing thoughts, emotions, behaviors and most importantly, beliefs. The key is to address each of them at different times in different ways.
- 2) We all have CHANGE-Ability strengths and areas we could profit from enhancing. When looking at each of the CHANGE-Abilities, Grounded, Open, Tenacious,

Ordered and Connected, you should first determine which ones you do best, that you want to try to leverage more. Then, honestly assess those you do less well, and try some of the exercises here to get better at them.

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- i To one-quarter of the U.S. population.
 - ii Steward, 1955
 - iii This is a complete chapter from the book [World Surgeon](#). Web-based book.
 - iv On Death and Dying, Elizabeth Kubler-Ross, 1993
 - v Based on work done by Harvard's Bob Kegan, an expert on workplace learning.