

# CHANGE MANAGEMENT



ROBERTS

WESLEYAN COLLEGE

The Community Institutes



The Business Solutions Institute  
at Roberts Wesleyan College



# ROBERTS

WESLEYAN COLLEGE

**The Business Solutions Institute**

Seeks to become the trusted advisor to all businesses through its Community of Businesses Model. We will do this by providing customized, immediately relevant business solutions that not only add value to the bottom line, but positively develop the organization's most precious resources – its people.



### **Trained In**

- Organizational Change Management
- Interpersonal Skill training
- Strategic Planning
- Problem Solving Methodologies
- Lean Manufacturing
- Negotiation Techniques

### **Director of the Business Solutions Institute**

#### **Strategic Skill Set**

- Strategy Creation / Execution
- Strategic Change Management
- Facilitation
- Organization Development
- Problem Solving
- Organizational Development
- Lean Practices

#### **Education**

Masters Degree of Strategic Leadership -  
Roberts Wesleyan College.

Bachelors Degree in Psychology / Minor in  
Business Management - DeSales University

Certificate of Advance Management - RIT

Lean Leader Certification – RIT



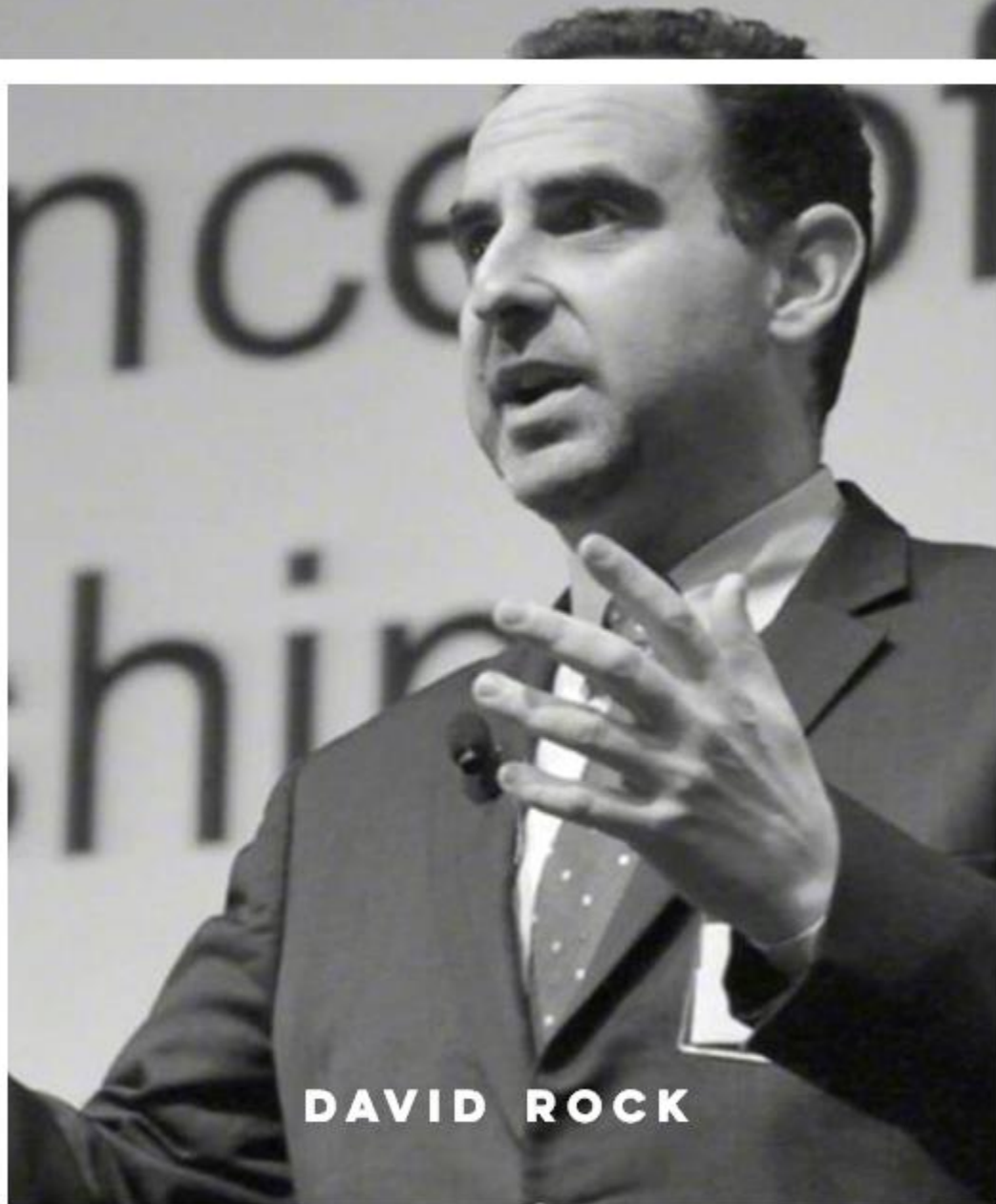


Normally, Organizational Change covers:

- Planned Organization Change
- Kotter's Change model
- Lewin's Basic change Model
- Tichy's Model of Change
- Real Time Change Model
- Making Decisions During Change

Today's Discussion: Leading During Turbulent Times Using Brain-Based Principles:

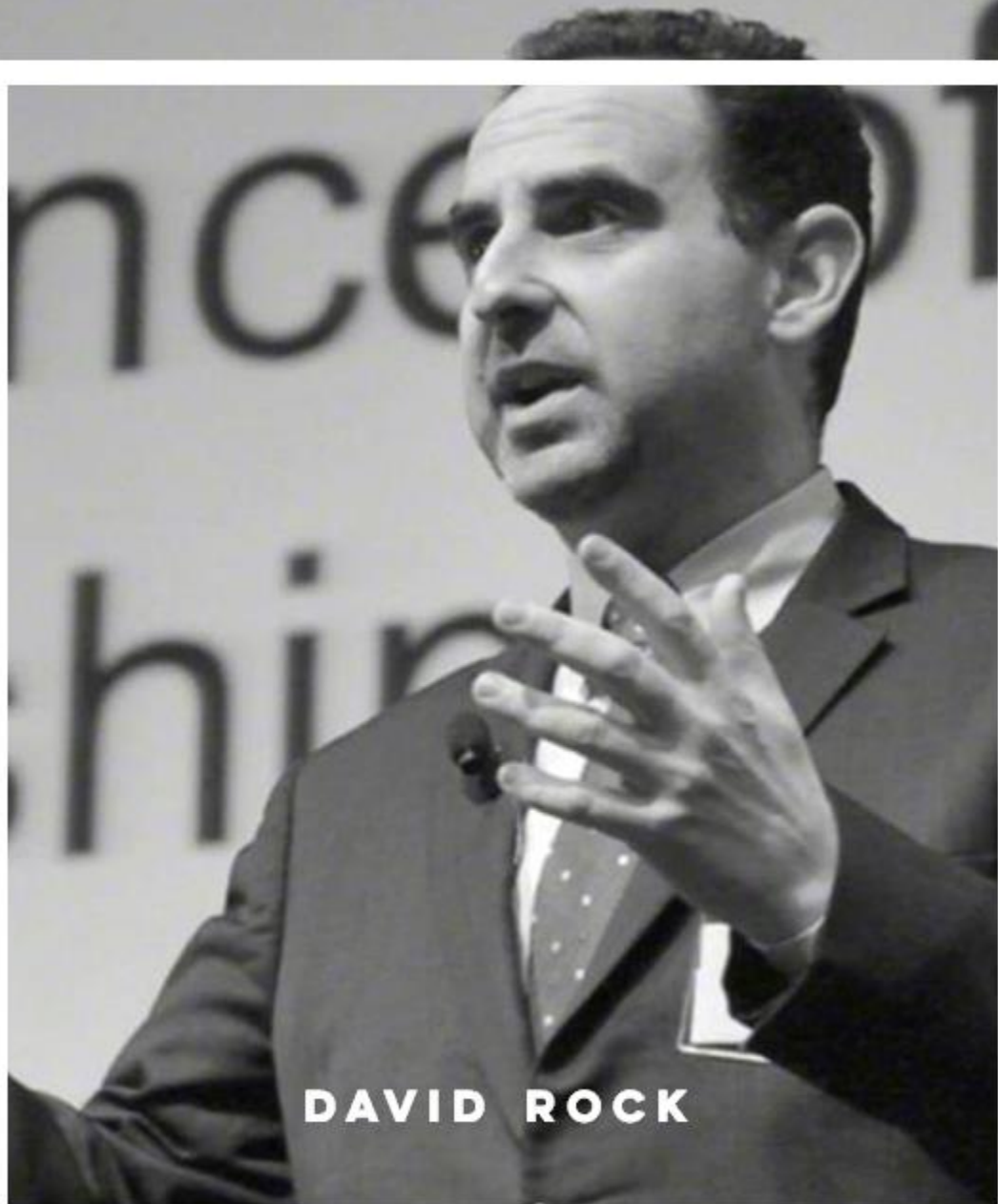
- SCARF Model – David Rock
- Switch – Dan and Chip Heath



**We have a crucial choice.**

Today's leaders face an existential choice in what *kind* of leader they wish to become—and by extension, what kind of company they want to build. Do they want to be seen as overly goal-focused, at the expense of their employees' well-being? Or do they want to be seen as empathetic, and fully committed to being flexible and fair?





Goals don't get achieved in a vacuum. They are the result of persistent, collaborative efforts from actual people. And if those people don't feel their needs are being met, their brains simply won't deploy the necessary resources to keep them engaged and productive. They may quit and leave, or worse, quit and stay.

On the other hand, if leaders actively tend to their employees' needs, and show they care about issues like parenting and child care, they will minimize the chances of Level 2 and 3 threats sabotaging their every move. These are the priorities of leadership that will keep people around, as employees feel heard, included, and valued. These are the priorities that keep organizations afloat.



# CORONAVIRUS IMPACTS



## April Unemployment Rate Rose to a Record 14.7%

Unprecedented 20.5 million jobs shed as coronavirus pandemic hit the economy



# SCHOOLS CLOSED



## A Man With The Coronavirus Hugged People At A Funeral And A Birthday Party. Three Of Them Died.

A federal report details how a potential "super-spreading event" in Chicago likely infected 15 people at two family gatherings, three of whom died of COVID-19.

Posted on April 8, 2020, at 7:38 p.m. ET

The Washington Post



## Mass layoffs begin in cities and states as coronavirus falls



**THESE EXTRAORDINARY TIMES  
HAVE IMPACTED EVERYONE IN  
SOME WAY.**

**LET'S TAKE A MINUTE AND SHARE SOME  
OF THE EMOTIONS WE HAVE FELT  
DURING THIS PANDEMIC.**

# SCARF Model of Social Threats and Rewards

Adapted from David Rock.

Unity Health System  
How health care should be



## What is SCARF?

Think of SCARF as a “words that work” approach to communication, using words that will move people toward a desired outcome and away from a threat response. SCARF is a way to choose and use words that are motivational rather than threatening.

# SCARF MODEL

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**STATUS** – refers to one's sense of importance relative to others

**CERTAINTY** – refers to one's need for clarity and ability to make accurate predictions about the future

**AUTONOMY** – is tied to a sense of control over events in one's life and the perception the one's behavior has an effect of the outcome of a situation

**RELATEDNESS** – concern's one's sense of connection to and security with another person

**FAIRNESS** – refers to just and non-biased exchange between people



# SCARF MODEL

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**STATUS** – refers to one's sense of importance relative to others

Status-confirming information can elicit activation in reward neural activity.

Many everyday conversations devolve into arguments driven by a status threat, a desire to not be perceived as less than another.



# THE BRAIN & FEEDBACK

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When one considers the brain functioning involved:

- **Feedback is often perceived as “threatening”** because of our fundamental need to maintain a sense of self (Rock, 2008)
- When status is threatened we experience what is known as **social pain**
- It turns out, **social pain** lights up brain regions that are largely the same as **physical pain**
- The threat of an attack on one's sense of self is constructed by the brain's biology in a similar way to the threat of physical pain, which explains the strong reaction to criticism that people experience.



# SCARF MODEL

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**CERTAINTY** – refers to one's need for clarity and ability to make accurate predictions about the future

People differ in their need for certainty and their ability to tolerate uncertain or ambiguous situations.



# SCARF MODEL

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**AUTONOMY** – is tied to a sense of control over events in one's life and the perception the one's behavior has an effect of the outcome of a situation

People have a fundamental need for personal control.

People can be content with only a sense of power or only a sense of control, but having neither power or control leads to dissatisfaction.



# SCARF MODEL

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**RELATEDNESS** – concern's one's sense of connection to and security with another person

People feel greater trust and empathy toward people who are similar to themselves

In the absence of safe social interactions the body generates a threat response.



# SCARF MODEL

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**FAIRNESS** – refers to just and non-biased exchange between people

Even when fair and unfair offers are made equally valuable ... people are happier to receive fair offers than unfair ones.



# STATUS

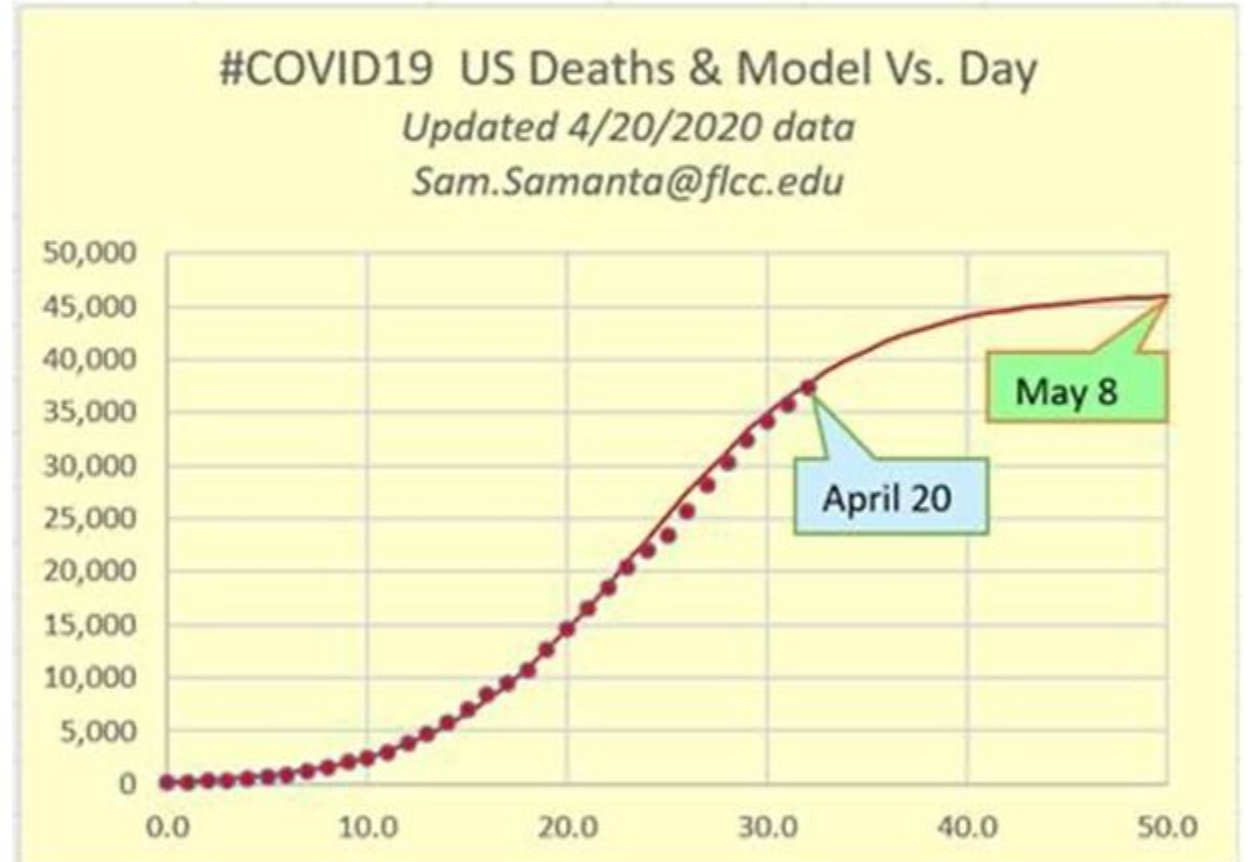
Loss of income  
Loss of job



# CERTAINTY

## Coronavirus Pandemic Fuels Rapid Increase in Missed Mortgage Payments

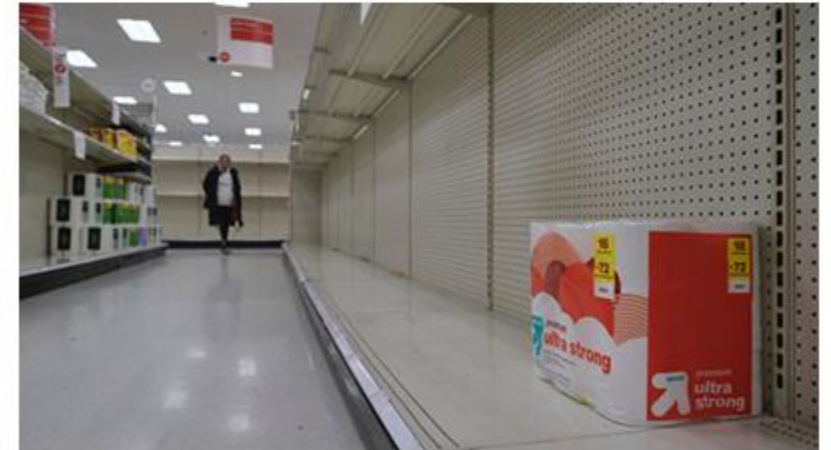
More Americans are expected to seek forbearance from mortgage firms as unemployment rises



# AUTONOMY

In pandemic, public health offsets patient autonomy.

Stay at home orders across the country.



# RELATEDNESS

Social distancing



# FAIRNESS

Celebrities get Coronavirus tests, raising concerns of inequality.

Celebrities and the ultra-wealthy **appear to have better access to tests** for the novel coronavirus than ordinary Americans.

Celebrities, politicians, sports stars get coronavirus tests while others wait.

How asymptomatic celebrities, athletes, and billionaires are getting tested for the coronavirus when you can't.

Ali Fedotowsky-Manno and Idris Elba were among the figures who revealed they were tested (Getty, Reuters, File).



## THREAT / AVOID

## REWARD / APPROACH

<b>S</b> STATUS	No attention, loss of rank, no feedback	Importance, acknowledgement, attention
<b>C</b> CERTAINTY	No objectives, no dates	Clear objectives, specific dates
<b>A</b> AUTONOMY	Group decisions, no self management., no ownership, social void	Set up own work space, organize work flow, manage own tasks
<b>R</b> ELATEDNESS	No sense of belonging, no connectivity with others	Team membership, team shared goals, informal discussions
<b>F</b> AIRNESS	Decrease in transparency, unequal expectations & communication	Increase transparency, team goals, inclusive communication



# WHAT CAN YOU DO?

- Provide **Regular** Updates
- State What You Know **AND** Don't Know
- **Check-In** On NOT **Check-Up** On
- Allow **Flexible** Work Hours
- Push Decision-Making Authority **Out**
- **Balance** the Workload
- Assign Goals **NOT** Tasks
- Provide Time to **Socialize**
- **Communicate Using SCARF**



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## **Strategic Solutions**

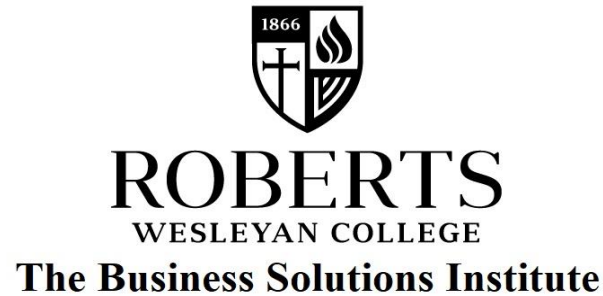
- Defining and Leveraging Shared Values
- Business Environmental Scanning
- Scenario Planning
- Vision Refinement
- Strategy Formulation, Planning, and Evaluation
- Organizational Change Effectiveness

## **Leadership Solutions**

- Leadership Skills – Competency Development
- Intent-Based Leadership
- Individual/Team Development
- Interpersonal Skills
- Coaching Mentoring
- Ethical leadership □

## **Other Solutions**

- Variety of personal and organizational assessments (360 Feedback and Communication – Disc assessments, and more...)
- Sales/Marketing
- Lean Principles
- Quality Concepts
- Front Line Leader Development Skills (Sample List)
  - Communication
  - Conflict Resolution
  - Decision Making
  - Business Acumen



## BSI Introductory Offer

In our continuing effort to support our community businesses to recover and deal with today's uncertainty, the Business Solutions Institute at Roberts Wesleyan College is offering a **40% discount** on any of our standard services or for any **custom** assignments booked **before July 31, 2020 and delivered before the end of 2020.**

We will match your needs with a professional from our list of faculty and consultants. All of our staff are experienced practitioners. You will receive personalized custom attention and service.

If you are seeking a business solution or to enhance personal development, contact David Vedro at 585-267-9500 or send an email to [vedro\\_david@Roberts.edu](mailto:vedro_david@Roberts.edu)

(Website : [Roberts.edu/BSI](http://Roberts.edu/BSI))