



Let's Get Wild!

WHAT THE ANIMAL KINGDOM CAN TEACH US ABOUT
LEADING TEAMS THROUGH CHANGE

PARTICIPANT GUIDEBOOK



wellpath
To hope and healing.

WELLPATH RDO & RM
DEVELOPMENT PROGRAM

JUNE 21, 2023

BROUGHT TO YOU BY YOUR
WELLPATH LEARNING & ORGANIZATIONAL DEVELOPMENT
TRANSFORMERS TEAM



Questions I Want To Ask

Use this section to capture any questions you would like to ask the workshop Facilitator, your Cohorts, Leader, or others.

My question is for _____

My question is for _____

My question is for _____

Use This Participant Guidebook

This workshop is a session in the RDO / RM Development Series.

This is your Participant Guide (PG). It will follow the presentation slides, the facilitator discussion, and contains additional content, as well. You should take notes in this guide for use in debriefing/promoting this workshop with your own Team and Leader back "on-the-job".

Workshop Length:

4.5 hours, one scheduled break.

Materials Needed:

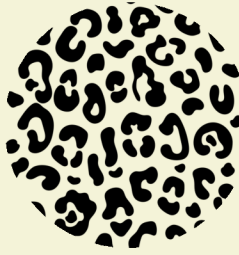
- This Participant Guide
- Pen or pencil

Why This Topic?

You have likely already attended various courses on change management, read books about change processes, and participated in many organizational changes already.

- are you open to new perspectives on dealing with change?
- do you want to have change tools you can actually use?
- are you curious about what nature and the animal kingdom - who been able to cope with change for many years - can teach us?

If that is the case, this course is perfect for you!



Laws of the Jungle – lessons on change management from the animal world:

- connecting animal characteristics and actions to successful change management in business

Pack Your Rucksack - foundational change management concepts:

- the why and how of change management at Wellpath
- connection to the Wellpath Way

(Mind) Map The Route - leverage neuroscience

- addressing psychological reasons that block change
- recognizing and mitigating change fatigue

Forge a Trail - lead your team through change by first preparing yourself:

- crucial leadership principles and usable strategies for successfully managing change - for you and your employees

Calls of the Wild - what your employees want to hear about change

- basic rules of change communication
- warning calls: 6 do and don'ts of change leadership

Guide the Herd – use change frameworks to lead your team's trek:

- Transition Curve
- SCARF Model

Circle of Life - review and extend your change journey through:

- team take-backs
- make your commitment

Guidebook and Trail-Markers

Laws of the Jungle

On our trek we'll explore:

Welcome to the Jungle – lessons on change management from the animal world:

- connecting animal characteristics and actions to successful change management in business

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PG 2

Not Today's Circus, Not Today's Monkeys

Our version of a “parking lot”

This image shows a blank sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Welcome to the Jungle

a look at 'change management' in the animal world





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**Nature doesn't hurry,
yet everything is
accomplished.**

– Lao Tzu

Animal Idioms

Complete these animal idioms

_____ out	_____ see, _____ do
copy _____	_____ egg
dropping like _____	_____ race
hold your _____	make a _____
get the _____ share	take the _____ by the horns
in the _____ house	until the _____ come home
kill two _____ with one stone	(a) little _____ told me
let the _____ out of the bag	smell a _____

5 Tenets of Change Management

FILL IN THE BLANKS



Tenet 1

We change for a _____.

Why are we changing?



Tenet 2

Organizational change requires _____ change.

Who has to do their job differently (and how)?



Tenet 3

Organizational outcomes are the _____ result of individual change.

How much of our outcomes depend on adoption and usage?



Tenet 4

CM is an _____ for managing the people side of change.

What will we do to support adoption and usage?



Tenet 5

We apply CM to realize the _____ and _____ outcomes of change.

How will driving adoption and usage improve results?

Unified Value Proposition

Reason for
Change



Current
State

Transition
State

Future
State

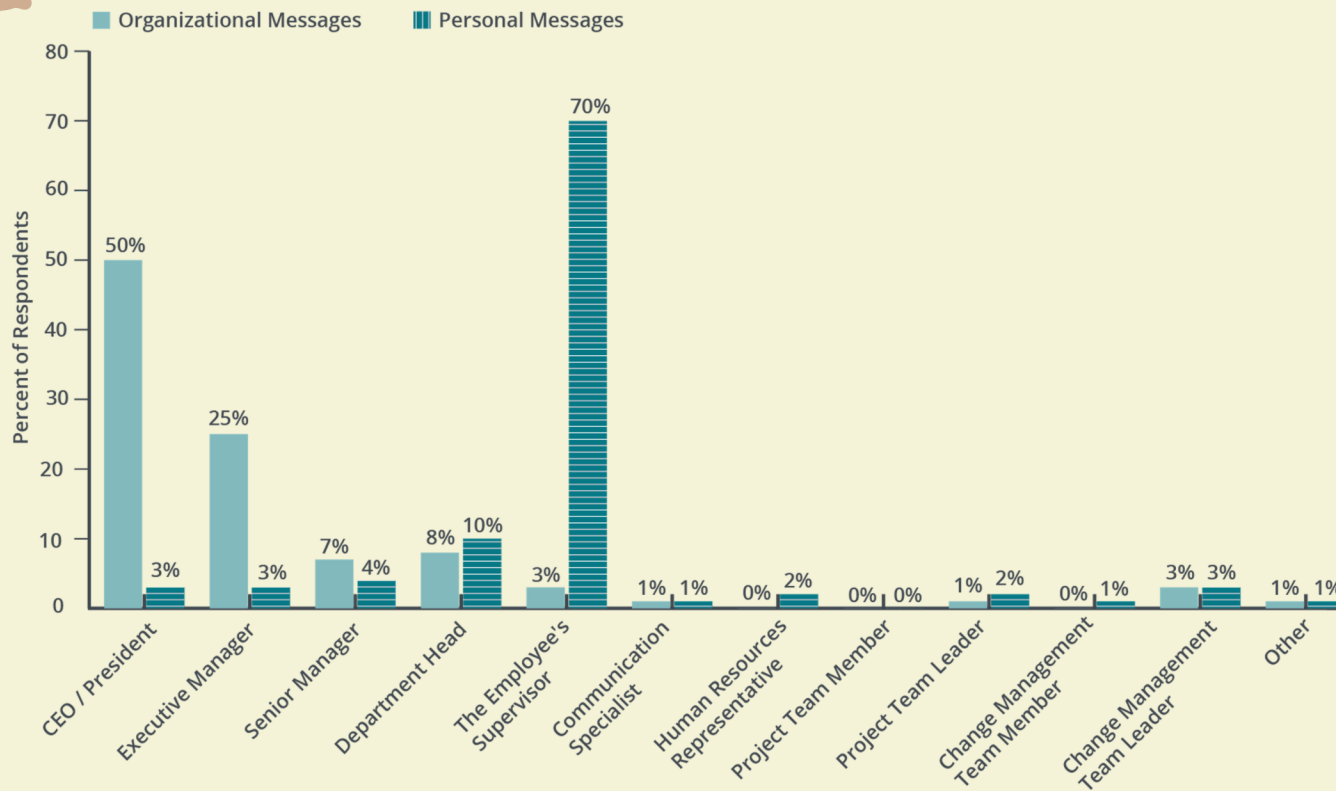
DEFINE CHANGE MANAGEMENT

CURRENT STATE IS

TRANSITION STATE IS

FUTURE STATE IS

Leaders Have a Critical Role



WHY DO YOU THINK EMPLOYEES PREFER TO HEAR WIIFM FROM THEIR DIRECTOR SUPERVISOR?



”

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

– Charles Darwin



The Brain on Change



Change is pain

Expectation shapes reality

Animal instincts take over.

Change Fatigue

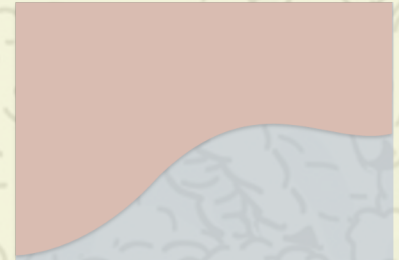
FILL IN THE COLUMN TITLES



- Overwhelming cynicism and skepticism during conversations regarding your change initiatives
- Constant questioning of the intentions of your senior leaders
- General distrust of your change management team (sometimes accompanied by mocking or backbiting)



- Spread rapidly to other employees
- Create a toxic work environment permeated by distrust
- Result in losing people — even seasoned, high-performing employees



- Manage the pace
- Reinforce a culture of improvement and innovation to maintain change resiliency

WHAT TWO THINGS MUST LEADERS DO TO STOP CHANGE FATIGUE BEFORE IT HAPPENS?



”

They always say **time**
changes things, but you
actually have to
change them **yourself.**

– Andy Warhol

Change-Readiness Assessment

Circle the number beside each statement that reflects how accurately the statement describes you.

Change-Readiness Scale: 1 = Not Like Me

6 = Exactly Like Me

1. I prefer the familiar to the unknown1 2 3 4 5 6
2. I rarely second-guess myself1 2 3 4 5 6
3. I'm unlikely to change plans once they're set.....1 2 3 4 5 6
4. I can't wait for the day to get started1 2 3 4 5 6
5. I believe in not getting your hopes too high.....1 2 3 4 5 6
6. If something's broken, I try to find a way to fix it.....1 2 3 4 5 6
7. I get impatient when there are no clear answers.....1 2 3 4 5 6
8. I'm inclined to establish routines and stay with them.....1 2 3 4 5 6
9. I can make any situation work for me1 2 3 4 5 6
10. When something important doesn't work out, it takes me time
to adjust1 2 3 4 5 6
11. I have a hard time relaxing and doing nothing1 2 3 4 5 6
12. If something can go wrong, it usually does1 2 3 4 5 6
13. When I get stuck I'm inclined to improvise solutions1 2 3 4 5 6
14. I get frustrated when I can't get a grip on something.....1 2 3 4 5 6
15. I prefer work that is similar and in my comfort zone1 2 3 4 5 6
16. I can handle anything that comes along1 2 3 4 5 6
17. Once I've made up my mind, I don't easily change it1 2 3 4 5 6
18. I push myself to the max.....1 2 3 4 5 6
19. My tendency is to focus on what can go wrong1 2 3 4 5 6
20. When people need solutions to problems, they call on me1 2 3 4 5 6
21. When an issue is unclear, my impulse is to clarify it right away1 2 3 4 5 6



Change-Readiness Assessment

The Seven Traits Of Change-Readiness

Add the scores for the questions in each category as indicated below. Note that in some cases the total must be subtracted from 35 to get the score for that trait.

Resourcefulness

- 6. _____
- 13. _____
- 20. _____
- 27. _____
- 34. _____

_____ Score

Adaptability

- 3. _____
- 10. _____
- 17. _____
- 24. _____
- 31. _____

_____ Total
_____ 35 – Total = Score

Optimism

- 5. _____
- 12. _____
- 19. _____
- 26. _____
- 33. _____

_____ Total
_____ 35 – Total = Score

Confidence

- 2. _____
- 9. _____
- 16. _____
- 23. _____
- 30. _____

_____ Score

Adventurousness

- 1. _____
- 8. _____
- 15. _____
- 22. _____
- 29. _____

_____ Total
_____ 35 – Total = Score

Tolerance for Ambiguity

- 7. _____
- 14. _____
- 21. _____
- 28. _____
- 35. _____

_____ Total
_____ 35 – Total = Score

Passion/Drive

- 4. _____
- 11. _____
- 18. _____
- 25. _____
- 32. _____

_____ Score



Change-Readiness Assessment

The Seven Traits Of Change-Readiness

Understanding Your Scores

Note: *Optimal range for all categories is between 22 and 26.*

Resourcefulness: Resourceful people are effective at taking the most of any situation and utilizing whatever resources are available to develop plans and contingencies. They see more than one way to achieve a goal, and they're able to look in less obvious places to find help. They have a real talent for creating new ways to solve old problems.

When people low in resourcefulness encounter obstacles, they get stuck, dig in their heels, and go back to the old way. Very high scorers (over 26) might overlook obvious solutions and create more work than is necessary.

Optimism: Is the glass half empty or half full? Optimism is highly correlated with Change-Readiness, since the pessimist observes only problems and obstacles while the optimist recognizes opportunities and possibilities.

Optimists tend to be more enthusiastic and positive about change. Their positive outlook is, founded on an abiding faith in the future and the belief that things usually work out for the best. Very high optimism scorers (over 26) may lack critical-thinking skills.

Adventurousness: Two ingredients capture this adventurous spirit: the inclination to take risks and the desire to pursue the unknown, to walk the path less taken. Adventurous people love a challenge.

Since change always involves both risk and the unknown, they usually perform well during organizational shake-ups. They are the proactors, the employees who initiate and create change. But very high scores (over 26) may indicate a tendency toward recklessness.

Passion / Drive: Passion is the fuel that maximizes all the other traits. If you have passion, nothing appears impossible. If you don't, change is exhausting. Passion is the individual's level of personal dynamism. It shows up in a person's level of intensity and determination.

To make a new procedure work, to overcome the myriad of problems that any plan for change unwittingly produces, you've got to have passion and enthusiasm. Very high scorers (over 26), however, may mean you're bullheaded, obsessed, and heading for burnout.

Adaptability: Adaptability includes two elements: flexibility and resilience. Flexible people have goals and dreams like everyone else, but they're not overly invested in them. When something doesn't work out, they'll say, "Plan A doesn't work, let's go to Plan B." Resilience is the capacity to rebound from adversity quickly with a minimum of trauma. Failure or mistakes do not throw them. They don't dwell on them and get depressed but bounce back quickly and move on.





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*You cannot fix a
problem you refuse
to acknowledge.*

~MARGARET HEFFERNAN, PROFESSOR OF PRACTICE AT THE
UNIVERSITY OF BATH SCHOOL OF MANAGEMENT, UK

Trail Conditions

CAN YOU ANSWER THESE QUESTIONS ABOUT YOUR TEAM?



How well does the rest of the team know and use your strengths day to day?

Which strength would you love to use more?

What do you see as the internal challenges that might get in the way of this team's success?

What patterns do you see in our team's behavior that might be limiting our performance?

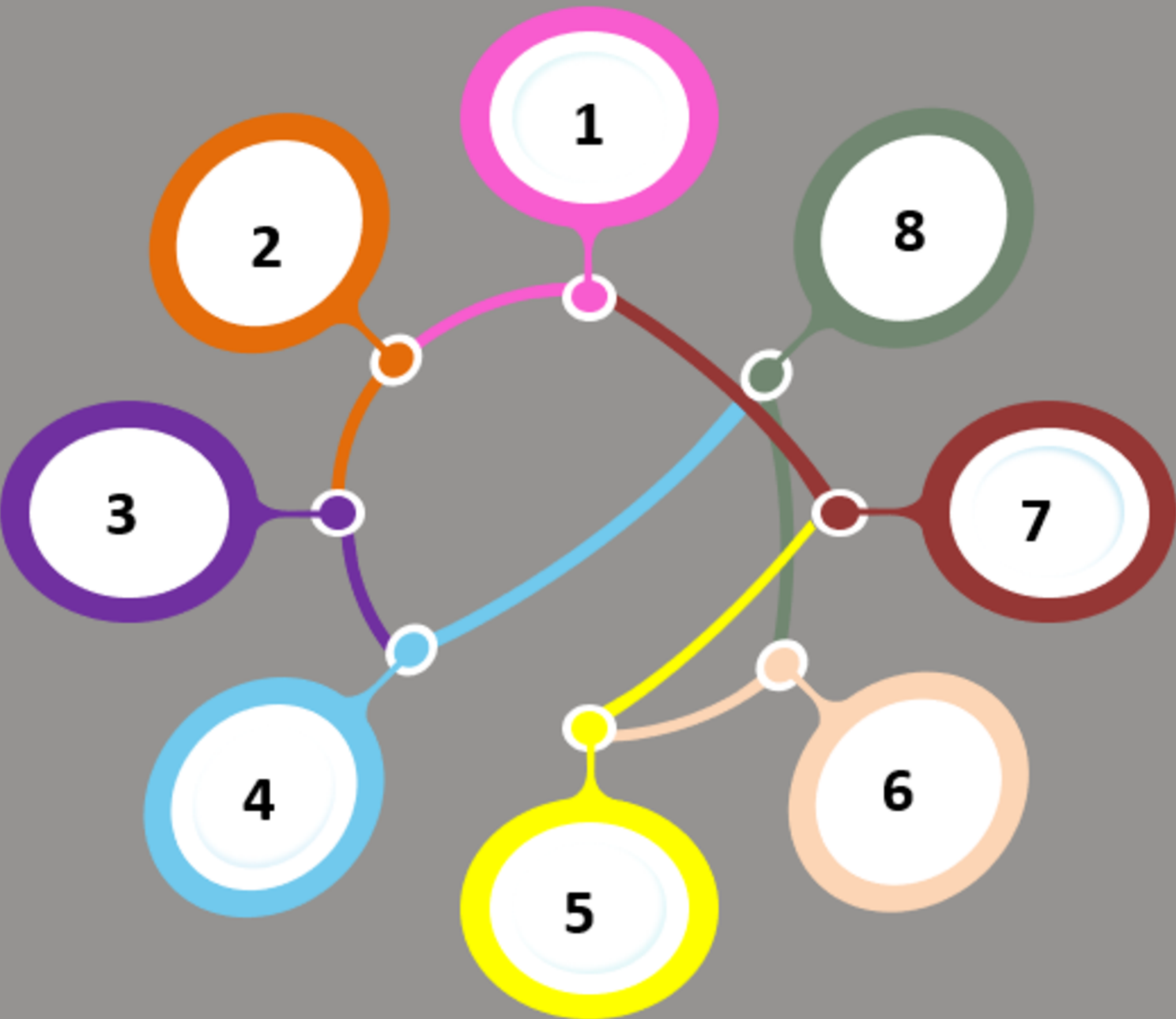
·How comfortable are they about asking for help?

How confident they are about knowing where to get support from within the team?

·How confident each team member is, on a scale of 1-10, that other team members will implement agreed decisions, even when agreement was hard to reach?

How do they feel the team could get closer to a 10 in the next 30 days?

Click Click Chuck Process Flow





”

Taking on a **challenge** is a lot like riding a horse. If you're **comfortable** while you're doin' it, you're probably doin' it **wrong**.

– “Ted Lasso”



**Often, what looks like resistance
is actually lack of direction.**

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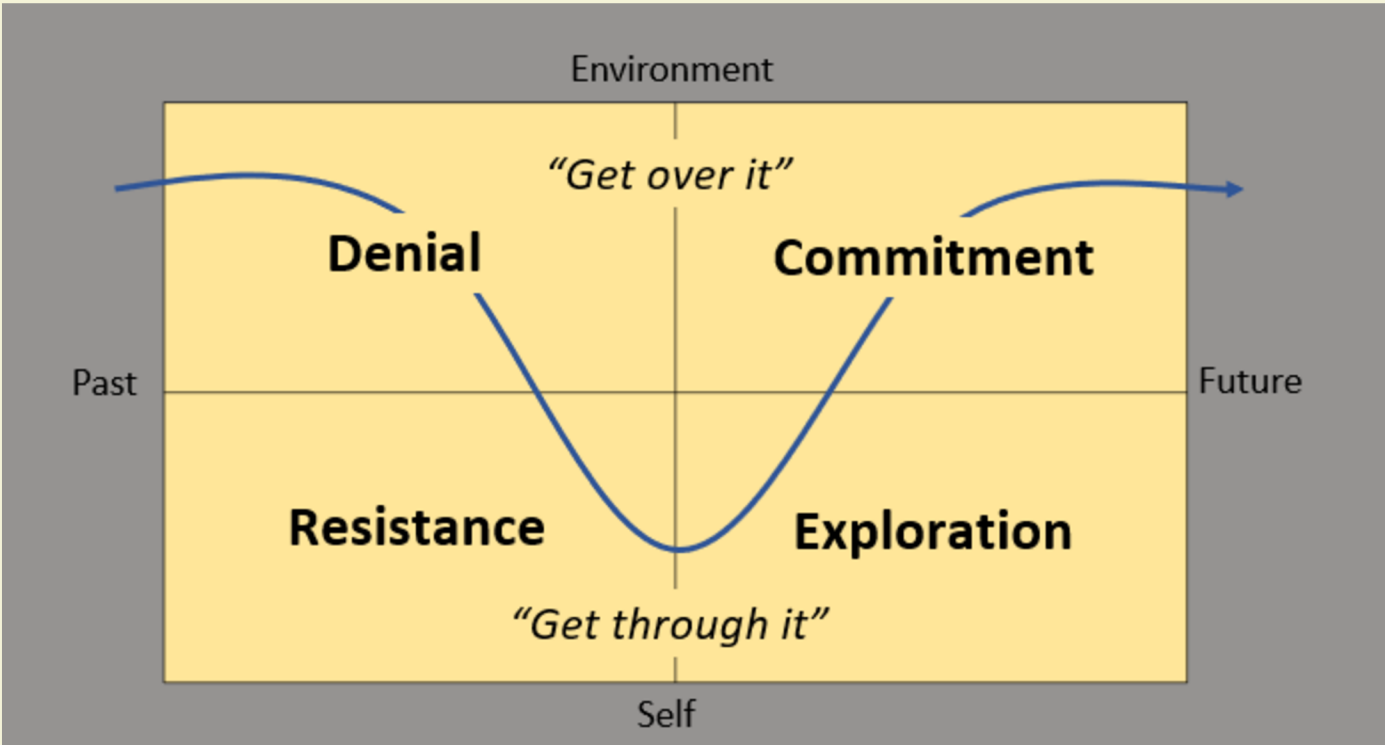
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Change your
thoughts, and you
change your **world**.

– Norman Vincent Peale

The Transition Curve

How We Move Through Change





The background is a vibrant jungle scene. At the top right, a leopard's head is partially visible, looking towards the left. On the left side, a zebra stands facing right. In the bottom right corner, a giraffe's head and neck are visible, looking towards the left. The scene is filled with various tropical plants, including large monstera leaves, ferns, and clusters of small dark berries. The overall color palette is a mix of greens, browns, and yellows, with the animals' patterns (stripes, spots) adding contrast.

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