

SPORT GOVERNANCE WEBINAR SERIES  
LA GOUVERNANCE DU SPORT SÉRIE DE WEBINAIRES

*SURVIVE  
& THRIVE*

*through Change*

— Part 1 —

HOSTED BY / PRÉSENTÉ PAR

**SIRC**

Canada



## Ann Max



As President of Productive to the Max Ltd., Ann Max increases Productivity for Greater Profit and Better Performance Management. Ann is an effective coach, skillful facilitator, inspirational trainer, empowering mentor and motivational speaker. She analyzes efficiency and effectiveness, creates customized action plans, provides hands-on support and solutions and implements coaching and training to monitor performance.

[Ann@ProductiveToTheMax.com](mailto:Ann@ProductiveToTheMax.com)

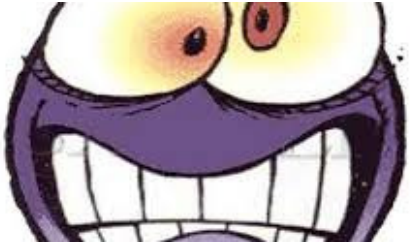
[www.ProductiveToTheMax.com](http://www.ProductiveToTheMax.com)

[@Prodtomax](https://twitter.com/Prodtomax)

# 3 Things You Can Count On In Life



Change can be.....



**Stressful**



**Exciting**



**New Beginnings**

# Agenda

- Understand **change management**
- Acknowledge the **feelings**
- Build a **plan**
- **Communicate, influence, take positive action**



# What is Change Management?

- Structured approach to transitioning
- New and altered work activities
- Incorporates different disciplines



# Why the Need for Change?

## Reason

- Economy
- Decentralization
- Competition
- Pace of technology

## Results

- Meet needs of customers
- More scope
- Keep competitive edge
- Save time
- Increase productivity
- Learn more quickly

# 7 Concepts of Change

1. Primarily a relationship activity
2. Not simple process
3. Longer and more difficult
4. Concentrates on voluntary behaviour change
5. The process can get off track
6. Perceptions are reality
7. Everyone needs to take responsibility





# To Succeed



- Get people on board
- Overcome their reactions
- Buy into the process

# Recap

Cumulative, constant and continuing

Structured approach to transitioning

Predominantly a function of perception

Crucial for people to get on board and buy-in



# Agenda

- Understand **change management**
- Acknowledge the **feelings** change evokes



# People Feel like Loose Change

- Taken out of comfort zone
- Thrown into someone's pocket
- Confused, annoyed, irritated
- Fiddled with
- Being moved around
- Uncomfortable with new people



# Quote

*“It isn’t the changes that do you in, it’s the transitions.”*

*Change is situational: the new site, the new boss, the new team roles, the new policy.*

*Transition is the psychological process people go through to come to terms with the new situation.*

*Change is external, transition is internal.”*

*W. Bridges, Managing Transitions: Making the Most of Change*

# Being Prepared for the Transitions

## Phase-I The Ending

### *Organization*

- Preparing the Change
- Making people aware
- Creating a vision
- Communicating the vision
- Assessing the readiness

### *You*

- Giving up old ways
- Challenging formal beliefs
- Breaking comfortable patterns

# Transitions

## Phase-II The Neutral Zone

### *Organization*

- Beginning the change
- Analyzing the impact
- Identifying supporting processes
- Clarifying obstacles

### *You*

- Having difficulty embracing the new
- Personal distress levels rise
- Blame someone or something

# Transitions

## Phase-III The Beginning

### *Organization*

- Implementing the Change
- Taking action through levels
- Clarifying new roles

### *You*

- See possibilities and are excited
- Explore alternatives
- Learn new skills
- Motivated to swing into action



# 8 Reasons people don't want to change

What you can do about it



# 1. This was not your idea

- You didn't ask for this- the organization did
  - Hard to buy in
  - Deep down- hard to complete
  - No inner drive
  - Lose motivation
  - Feel like giving up after a while
- Sit down and think about your goals
  - Find a reason to work on them
  - Brainstorm and write them down
  - Make the goal part of your motivation

## 2. It Isn't Bothering You Enough

- You have had it- fed up
  - You can't go on as things were
  - Don't wait until you really crack
- Start looking for a better way forward
  - Try to look into the future
  - Ask yourself where you will be in 5 or ten years if you retain the status quo
  - If you don't make a change- where will you wind up
  - Visualize your future
  - Write down consequences of going back to old ways



### 3. Your Personal History is in the Way

- Traumas, losses, changes
  - Things you faced as a member of group or family
  - Sex, ethnic racial
  - Where in life cycle
  - Unique responses from history and personal experience
- Define what is the trigger
  - Talk it out
  - Get help
  - Understand this is a new phase

## 4. Your Learning Style Requires Adjustment

- Constantly want to grow
  - Lifelong learner or happy where you are
  - Are learning and personal development high on your priority list or is it a luxury
  - If not you will not move forward
  - Will become a victim
- Make lifelong learning a priority
  - Plan time regularly to learn something new
  - Be curious
  - Take courses in change management



## 5. You Give Up Easily

- You feel like giving up after one or two failures
  - When you are young you don't build failure up to be huge
  - Influence from school and society becomes this increasingly more frightening thing
- Get used to failure and respond appropriately
  - Don't give up



## 6. Your Environment is Holding you Back

- People around you do not buy in
  - Negative vibe at work
  - Morale is low
- Change your environment
  - Stick with positive people
  - Stand on your own two feet
  - Align with those with the same goals
  - Access motivational and educational information
  - Don't worry what others think

## 7. You Don't Know How to Do It

- You hide
- You become impatient



- Allow yourself to get used to the new situation gradually
- Think about opportunities that could arise
- Talk to people who have gone before you
- Get as much information as possible
- Be patient
- Realize it is out of your control



## 8. You Don't Have Enough Courage

- Change is scary
- New things are frightening



- Be willing to take action
- You are stronger than you think
- Move out of your comfort zone
- Analyze why you are afraid
- Discuss with others
- Believe you can do it
- Stand up to the fear
- Risk some emotional pain

# POLL

What are the different types of change that sports organizations experience?



# QUESTIONS?



# Agenda

- Understand **change management**
- Acknowledge the **feelings**
- Build a **plan**



# Build a Plan

- A checklist
- Supports the change
- Manages the stages
- How people are engaged in each stage



# Step #1

Concentrate on current and potential customers

Innovate and change with market needs

Recognize and create the need

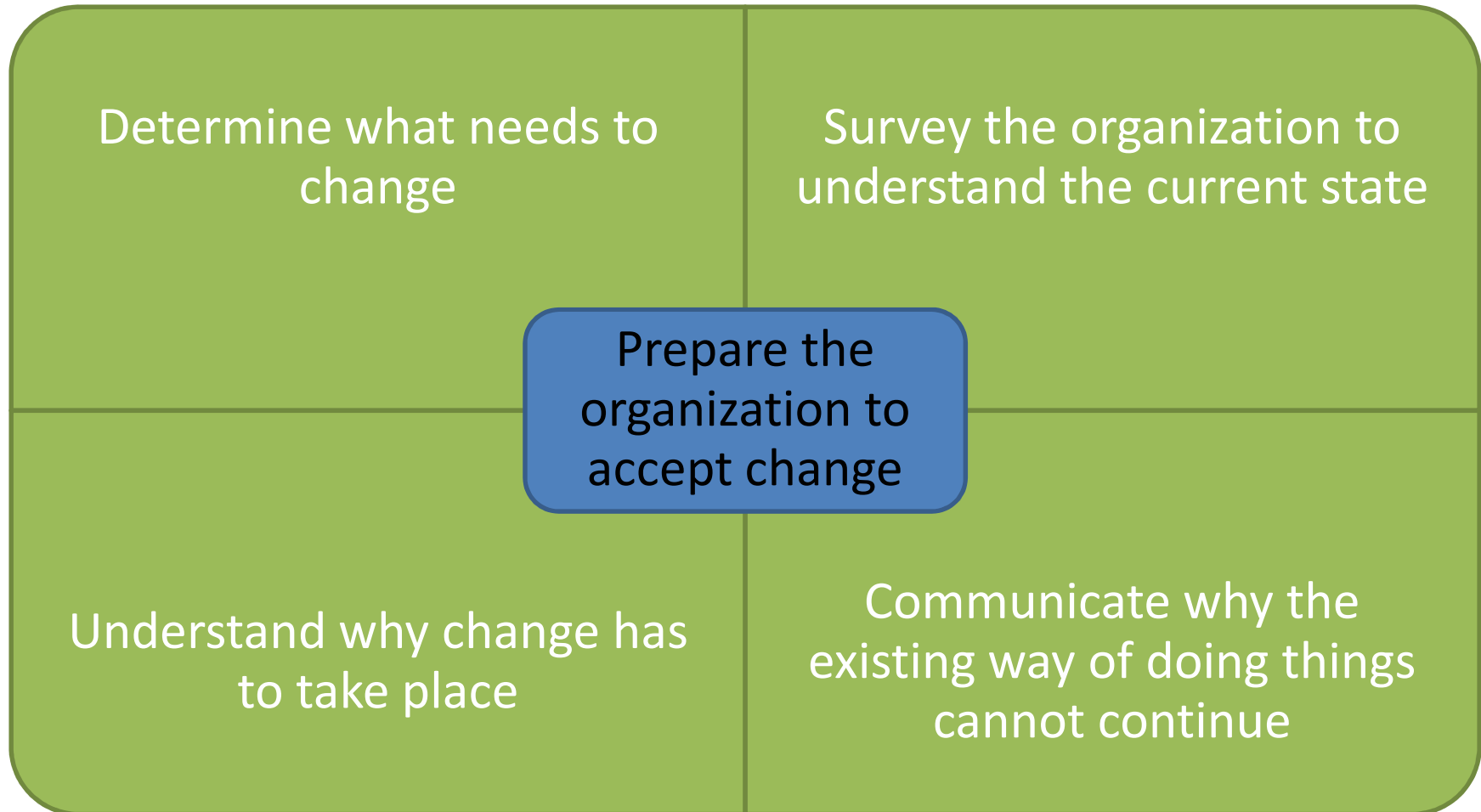
Alter the corporate culture

Focus on the right areas, for right reasons and right times

# Create the Need

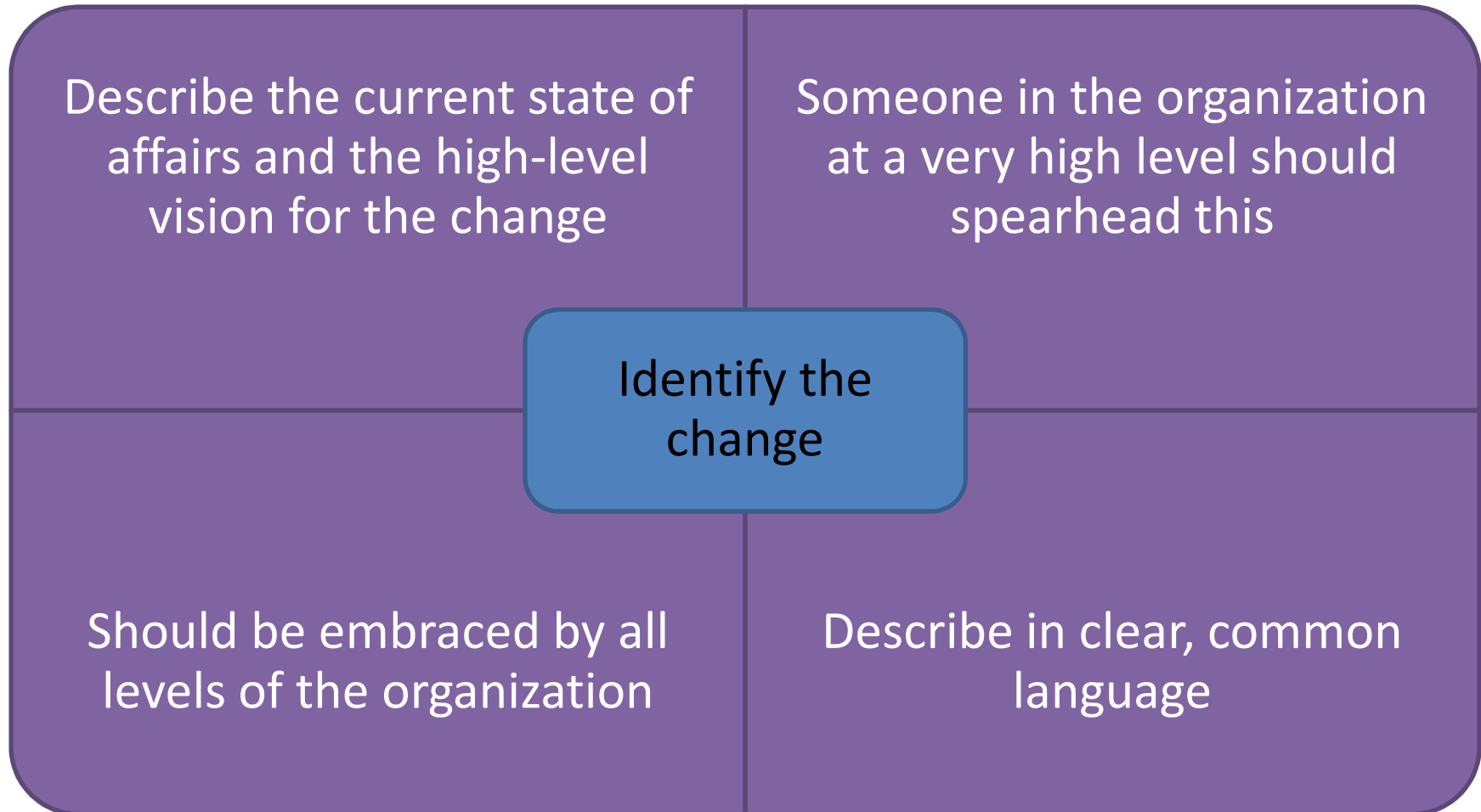
- ◆ Create **and share** a compelling message as to why change must occur
- ◆ Use your **vision** and **strategy** as supporting evidence
- ◆ Communicate the vision in terms of the **change required**
- ◆ Emphasize the “**why**”
- ◆ Engage **top-down** and **bottom-up dialogue**
- ◆ Identify **current vs desired** states

# Step #2





# Step #3



# Step #4



# Step #5



# Step #6

Set problem solving goals

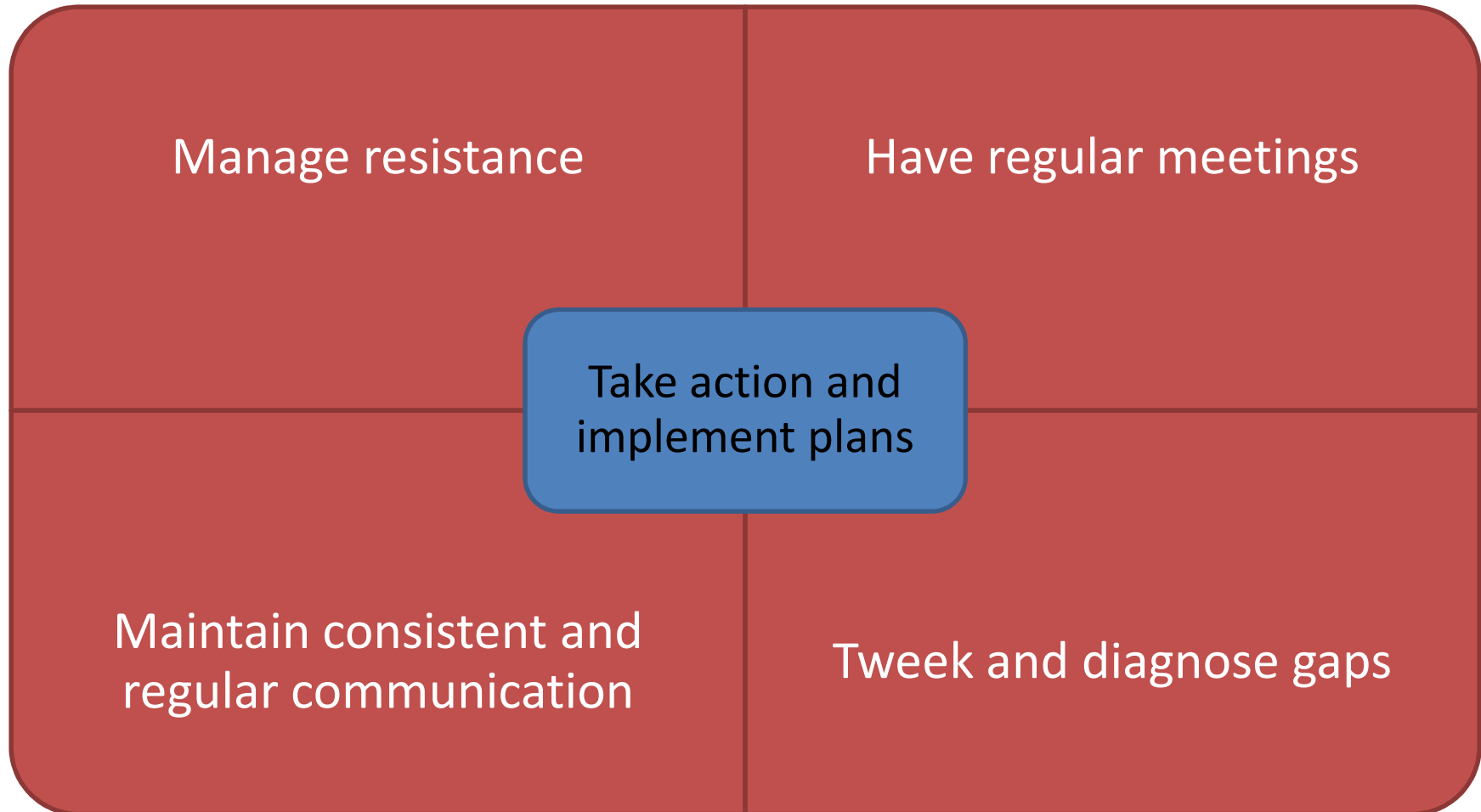
Specific, detailed action plans  
for all

Design action and  
implementation  
plans

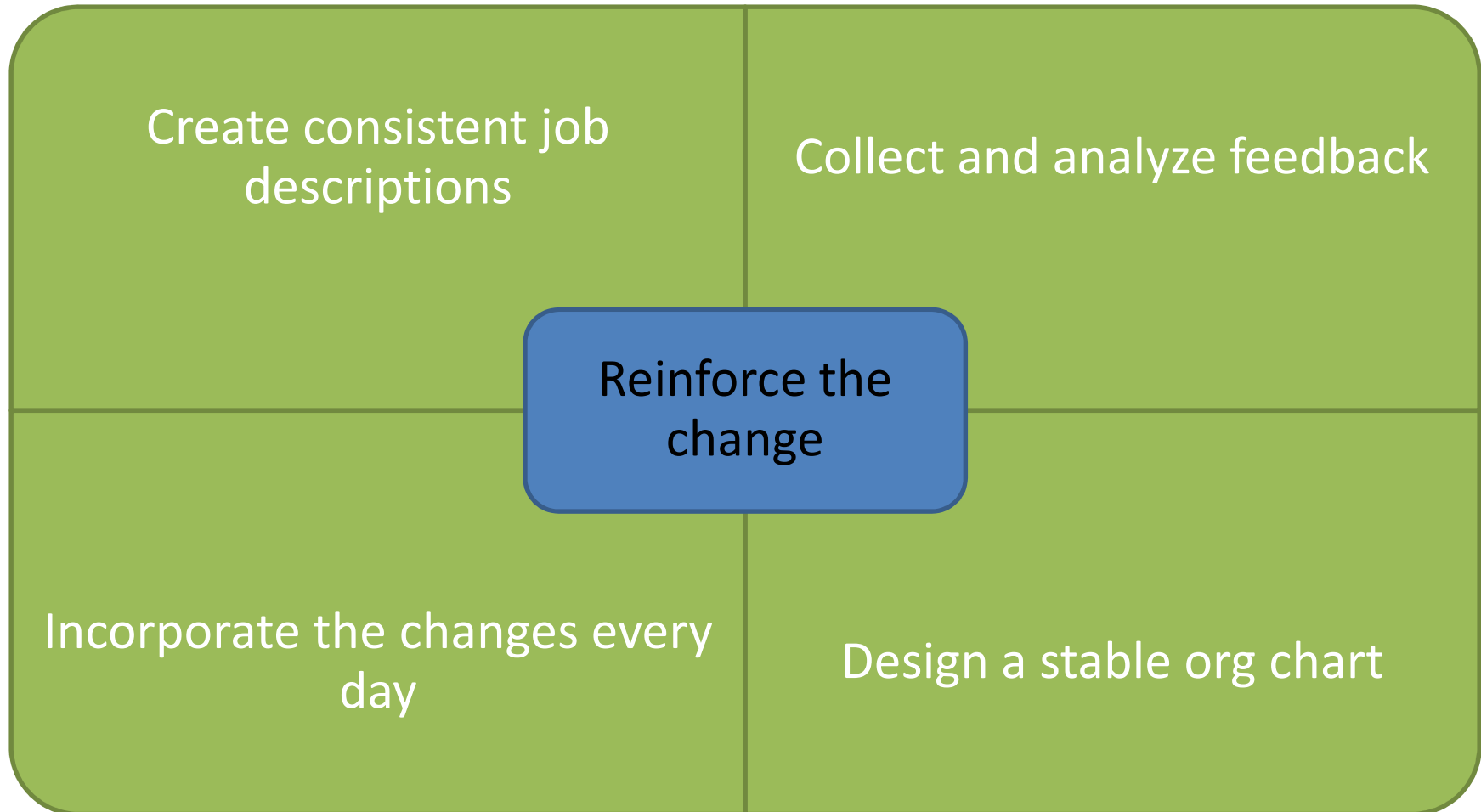
Clear mission statement

Make provision for reactions

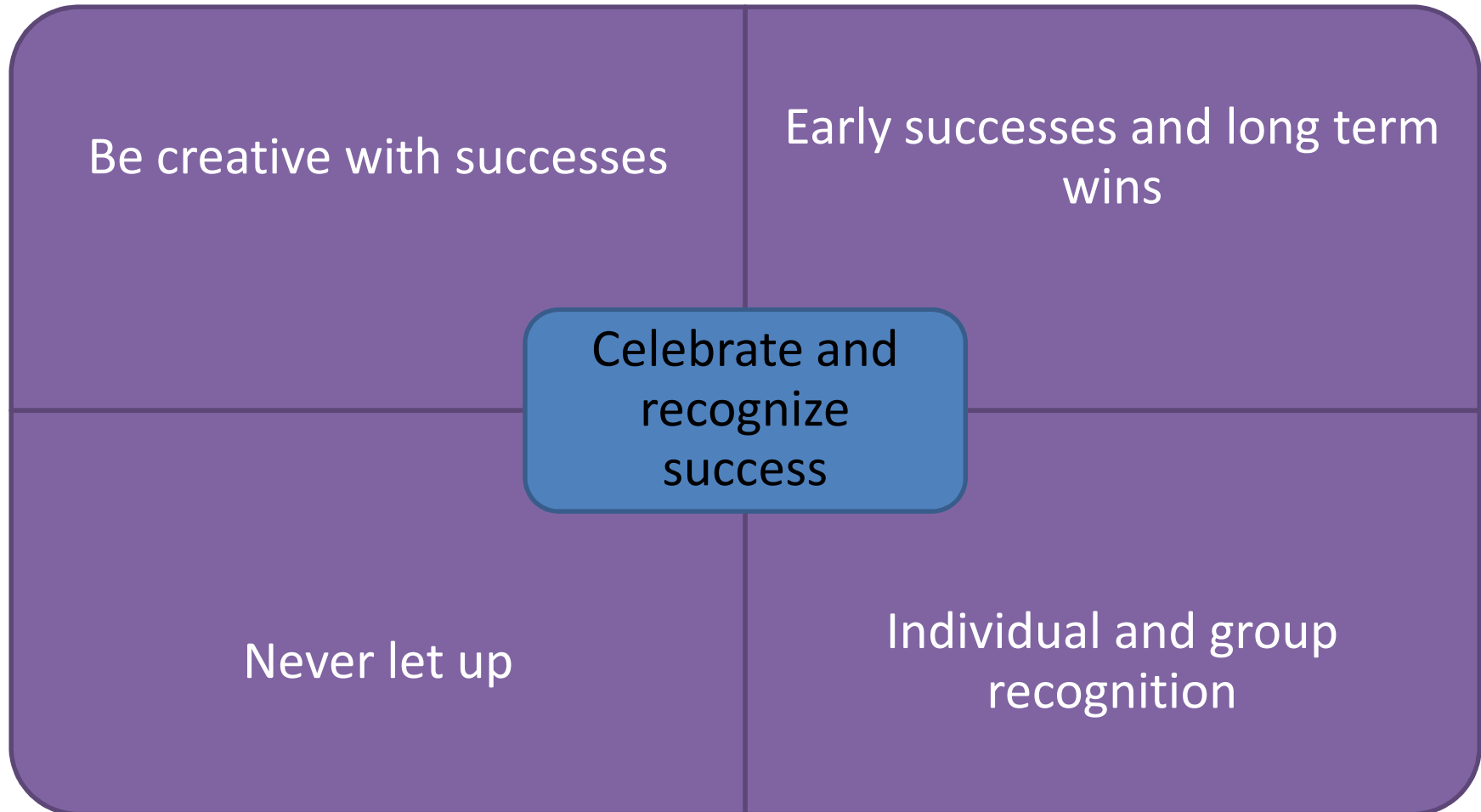
# Step #7



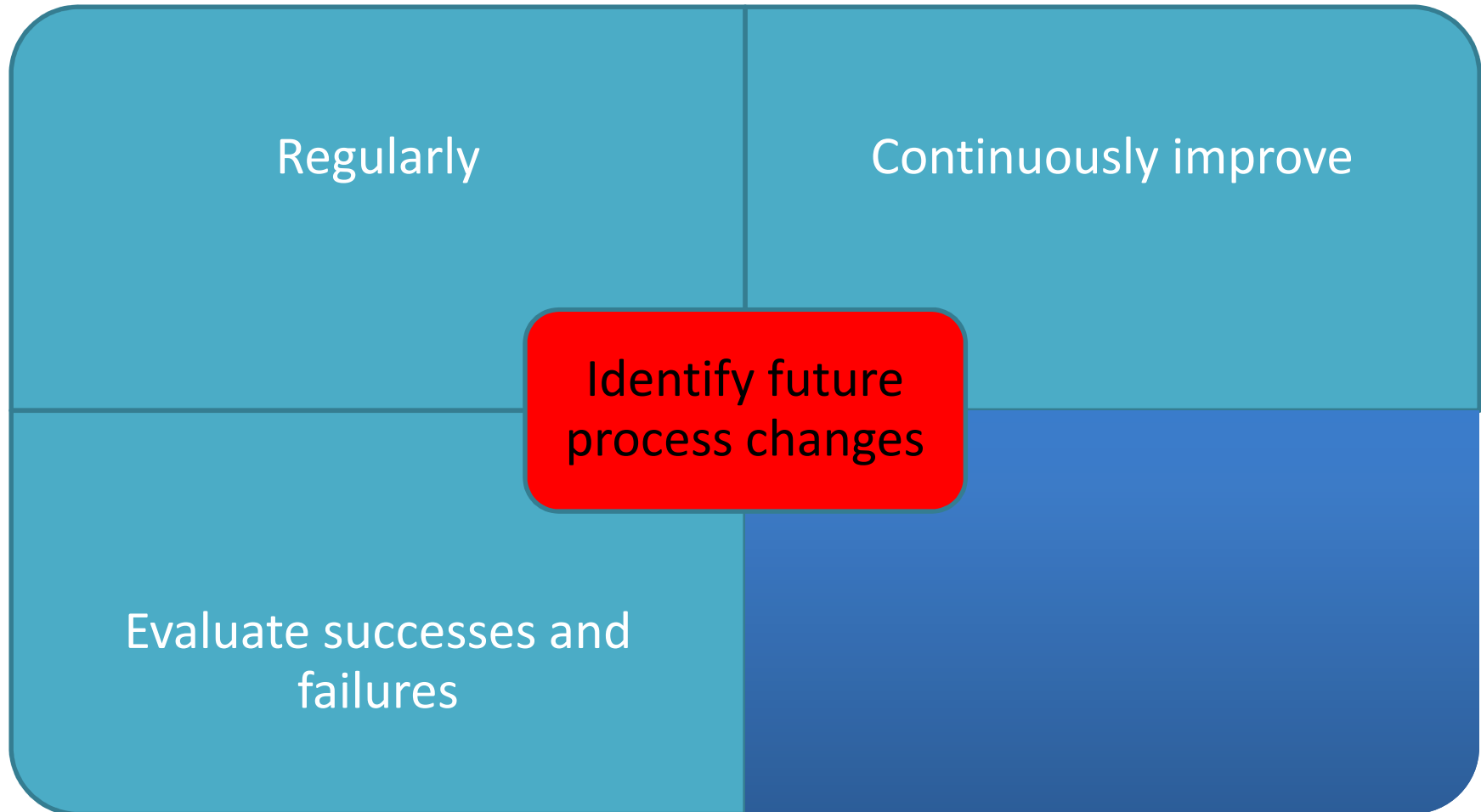
# Step #8



# Step #9



# Step #10





# How to Maintain the Steps



**1** Don't change too rapidly

**2** Change key elements first

**3** Build relationships with key stakeholders

**4** Be alert to resistance

# Case Scenario #1



CHANGE IN LEADERSHIP

# Agenda

- Understand **change management**
- Acknowledge the **feelings**
- Build a **plan**
- **Communicate, influence, take positive action**





# Communicate

- Point out mistakes and look for ways to correct without making people feel guilty
- Encourage people to talk about their feelings
- Link your personal goals to the long-term objectives
- Tell others about your achievements

# Influence



- Be present
- Be supportive
- Be role model
- Don't follow the gossip
- Help with learning
- Realize everyone goes at their own pace Be flexible and capable
- Make yourself visible
- Take on extra tasks
- Be patient
- Worrying will not increase the likelihood of a favorable outcome you'll make yourself nuts

# Take Positive Action

- Provide support to limit fatigue and maintain motivation
- Reward regularly
- Help with workload
- Chunk into small sections
- Remind yourself how the change can improve your career or situation
- Choose your outlook
- Create a plan of attack
- Acknowledge the change



# Case Scenario #2



TECHNOLOGY

# Case Scenario #3



**CHANGE IN ORGANIZATIONAL  
STRATEGIC DIRECTION**



# QUESTIONS?



# THANKS



## *SURVIVE & THRIVE through Change*

— Part 2 —

Tuesday, March 31, 2015  
12:00-1:00pm EDT



**SIRC** Canada

[www.sirc.ca/events/webinars](http://www.sirc.ca/events/webinars)

[info@sirc.ca](mailto:info@sirc.ca)

[ann@productivetothemax.com](mailto:ann@productivetothemax.com)