



In the Moment Change. Perspective. Patience

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Anyone who has never made a mistake has never tried anything new.
- Albert Einstein

Culture does not change because we desire to change it. Culture changes when the organization is transformed; the culture reflects the realities of people working together every day. - Frances Hesselbein

The oldest and strongest emotion of mankind is fear, and the oldest and strongest kind of fear is fear of the unknown. - H.P. Lovecraft

Patience is the companion of wisdom." ~ St. Augustine

CHANGE

Texas Culture Change Coalition: Under Principles:

Culture Change aims to move towards a person-centered approach that promotes a person's quality of life.

What is Person-Centered?

ensuring someone within care or has a disability is at the centre of decisions which relate to their life. A person centred process involves listening, thinking together, coaching, sharing ideas, and seeking feedback.

residents are supported in achieving the level of physical, mental and psychosocial well-being that is individually practicable.

A person-centred approach to nursing focuses on the individual's personal needs, wants, desires and goals so that they become central to the care and nursing process. This can mean putting the person's needs, as they define them, above those identified as priorities by healthcare professionals.

Person-centered care focuses not just on treatment for the person's illness or condition, but on:

- the person's strengths, rather than their limitations
- the person's interests—what's important to them
- activities that are truly meaningful to them
- close and continuous contact with others (real relationships), and
- the rewards of being interdependent, not dependent.

What is Culture?

noun cul·ture \ 'kəl-chər \

a :the integrated pattern of human knowledge, belief, and behavior that depends upon the capacity for learning and transmitting knowledge to succeeding generations

b :the customary beliefs, social forms, and material traits of a racial, religious, or social group; *also* :the characteristic features of everyday existence (such as diversions or a way of life) shared by people in a place or time

c :the set of shared attitudes, values, goals, and practices that characterizes an institution or organization

d :the set of values, conventions, or social practices associated with a particular field, activity, or societal characteristic

People do not resist change. People resist being changed. **- Peter Senge**

But WHY?

Loss of control. Change interferes with autonomy and can make people feel that they've lost control over their territory. It's not just political, as in who has the power. Our sense of self-determination is often the first things to go when faced with a potential change coming from someone else. Smart leaders leave room for those affected by change to make choices. They invite others into the planning, giving them ownership.

Excess uncertainty. If change feels like walking off a cliff blindfolded, then people will reject it. People will often prefer to remain mired in misery than to head toward an unknown. As the saying goes, "Better the devil you know than the devil you don't know." To overcome inertia requires a sense of safety as well as an inspiring vision. Leaders should create certainty of process, with clear, simple steps and timetables.

Surprise, surprise! Decisions imposed on people suddenly, with no time to get used to the idea or prepare for the consequences, are generally resisted. It's always easier to say *No* than to say *Yes*. Leaders should avoid the temptation to craft changes in secret and then announce them all at once. It's better to plant seeds — that is, to sprinkle hints of what might be coming and seek input.

Everything seems different. Change is meant to bring something different, but how different? We are creatures of habit. Routines become automatic, but change jolts us into consciousness, sometimes in uncomfortable ways. Too many differences can be distracting or confusing. Leaders should try to minimize the number of unrelated differences introduced by a central change. Wherever possible keep things familiar. Remain focused on the important things; avoid change for the sake of change.

Concerns about competence. Can I do it? Change is resisted when it makes people feel stupid. They might express skepticism about whether the new software version will work or whether digital journalism is really an improvement, but down deep they are worried that their skills will be obsolete. Leaders should over-invest in structural reassurance, providing abundant information, education, training, mentors, and support systems. A period of overlap, running two systems simultaneously, helps ease transitions.

More work. Here is a universal challenge. Change is indeed more work. Those closest to the change in terms of designing and testing it are often overloaded, in part because of the inevitable unanticipated glitches in the middle of change, per "Kanter's Law" that "everything can look like a failure in the middle." Leaders should acknowledge the hard work of change by allowing some people to focus exclusively on it, or adding extra perks for participants (meals? valet parking? massages?). They should reward and recognize participants — and their families, too, who often make unseen sacrifices.

Sometimes the threat is real. Now we get to true pain and politics. Change is resisted because it can hurt. When new technologies displace old ones, jobs can be lost; prices can be cut; investments can be wiped out. The best thing leaders can do when the changes they seek pose significant threat is to be honest, transparent, fast, and fair.

You must be ready for change. Change yourself.

One of the things I learned when I was negotiating was that until
I changed myself I could not change others.

- Nelson Mandela

Remember you are an individual just like everyone else.

How you experience the world is different than anyone else in the world. How you go through any change is your own unique journey. Be understanding to others.

Get comfortable with being uncomfortable.

Routines may make you feel at ease and in control, but what a constant routine *really* does is dull your sensitivities. Few people actually enjoy the feeling of being uncomfortable. The challenge is to get past that initial feeling of wanting to return to the norm, so you can grow and benefit from that discomfort.

Your Attitude

Our attitude about any state or condition in our life is always within our power to choose. Attitudes are rooted in one's own beliefs and are unique across most individuals. They do not form overnight but rather, throughout the course of one's life.

According to a Stanford Research Institute study, the path to success is comprised of 88% attitude and only 12% education. This doesn't imply that education is of little importance, but it only goes to show how vital it is to foster the proper attitude in regards to a person's success. Once you have arrived at the right attitude, it then becomes much easier for things to just fall into place.

**The problem is not the problem.
Your problem is your attitude about the problem.**

PERSPECTIVE

“Experience is, for me, the highest authority. The touchstone of validity is my own experience. No other person’s ideas, and none of my own ideas, are as authoritative as my experience. It is to experience that I must return again and again, to discover a closer approximation to truth as it is in the process of becoming in me.” – Carl Rogers

Kubler-Ross Five Stages of Grief

Denial. Displaying fewer emotions and generally being quite. It is possible they are thinking 'this is not happening to me'!

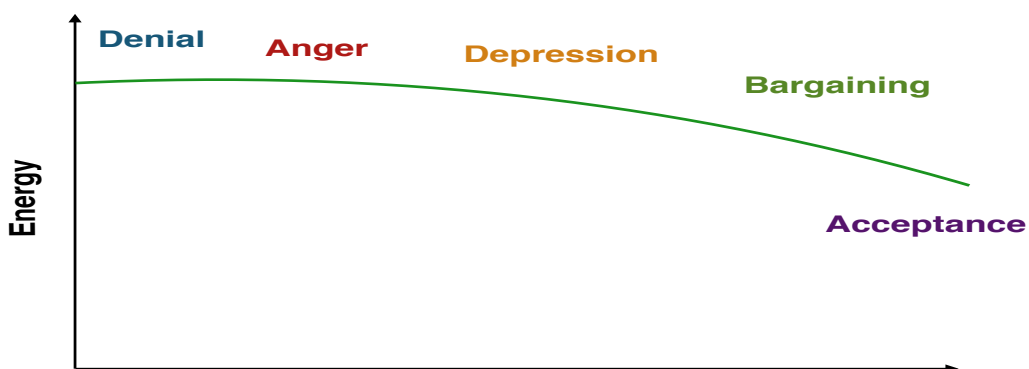
Anger. Generally becoming more physically involved, higher louder emotional states are displayed, they may be argumentative and possibly blaming others. They may be wondering 'why is this happening to me?'

Bargaining. At this stage emotions remain high. They may be demonstrating more involvement in the situation, questioning the situation and searching for a different outcome, looking for a way out it. They may propose 'I promise I'll ...such and such... if otherwise...'

Depression. Displaying signs they do not care, being reclusive, and pushing away others not in the same situation. They may be thinking 'why bother, what's the point, who cares anyway'.

Acceptance. They have come to peace with the outcome. Displaying new attitude and hopefulness for what remains. They are prepared and ready to face the inevitable outcome.

Kubler-Ross Change Curve



2 Threads in this: Hope and Communication

Practice Empathy

Sympathy is feeling for people. Empathy is feeling with people

Habits of Empathetic People

1. Perspective taking. Seeing through their eyes

2. Staying out of judgment

3. Challenge Prejudices

A good prescription for empathic health is to have a conversation with a stranger at least once a week that gets beyond superficial talk.

4. Find Commonalities

5. Listen Hard

- Listen with your ears – what is being said, and what tone is being used?
- Listen with your eyes – what is the person doing with his or her body while speaking?
- Listen with your instincts – do you sense that the person is not communicating something important?
- Listen with your heart – what do you think the other person feels?

6. Let Your Heart Break

This one I'm borrowing from Melinda Gates, who in Stanford's 2014 Commencement address, said, "In the course of your lives, without any plan on your part, you'll come to see suffering that will break your heart. When it happens, and it will, don't turn away from it; turn toward it. That is the moment when change is born."

7. Be Vulnerable

In order to connect with you, I have to connect with something in myself that knows that same feeling.

* Read anything by Brene Brown. Watch her Tedx Talk or the short RSA video

PATIENCE

Practice patience

Patience is a matter of control. And so it makes sense for us to slow things down and control what we can control and let the rest go.

Communication is a KEY component: Start with Listening

1. A good listener is attentive. They make good eye contact, don't interrupt what the other person is saying and show an interest in what is being communicated. There's always something incredible you can hear in anyone's story.
2. A good listener does not look over the shoulder of the person that's speaking, waiting for someone more interesting to come along.
3. A good listener does not check their phone or tablet in the middle of a conversation, when someone is sharing with them.
4. A good listener is not waiting for their chance to get a word in, treating the 'period of listening' as a pause in their 'monologue.' Being so focused on trying to get ones view over is insensitive and misses the real value in the conversation.
5. A good listener uses positive body language; leaning forward and showing an enthusiastic, relaxed nature. They don't fidget, cross arms, look elsewhere or express inappropriate shock or disbelief at what's shared.
6. A good listener does not hurry somebody, but asks good questions to guide the sharing. They guide and help shape what's being shared, but if the other person feels cut off or squashed they've failed.
7. A good listener does not approach a conversation with prejudice, expecting to know what's going to come out of the speaker's lips. They don't listen with a pre-formed opinion but attempt to have an open mind to what's being communicated. It's amazing how much time is wasted with the belief that people understand what someone means without taking the effort and time to listen.
8. A good listener cares. They show empathy for what the other person has to say. It's genuine, authentic and comes from a place of truthful concern.
9. A good listener knows how to treat what is shared with confidentiality. They are trustworthy and sensitive with information and never look to use anything that is shared for any purpose other than good.

- Caleb Storkey

Be present

The **present moment** is the only thing where there is no time. It is the point between past and future. It is always there and it is the only point we can access in time. Everything that happens, happens in the **present moment**.

- Train your mind to focus on the current activity.
- Engage in, and feel what you are doing. Enjoy the process.
- Learn relaxation techniques in order to be present in each moment.
- Take notice of your surroundings - sights, sounds, smells, ambiance.
- Listen attentively to the conversation of others, music, even silence.
- Savor your food and drink. Taste each morsel.

You can clutch the past so tightly to your chest that it leaves your arms too full to embrace the present. - *Jan Glidewell*

Benefits of Living in The Moment

- ✓ You become more connected with your thoughts and feelings
- ✓ Are more connected to others
- ✓ Feel more gratitude and enjoyment of life
- ✓ If you live in the moment, it won't pass you by
- ✓ Feel more focused, peaceful and alive
- ✓ Feel less anxious and fearful

When you get really good people, they know they're really good, and you don't have to baby people's egos so much. And what really matters is the work, and everybody knows that. So, people are being counted on to do specific pieces of the puzzle. And the most important thing you can do for someone who's really good and really being counted on is to point out to them when their work isn't good enough.

- Steve Jobs

RESOURCES

TED Talks

Google: TEDMED Karen Stobbe Mondy Carter

Google: TED Derek Sivers – How to Start a Movement

Google: TED Brene Brown

Google: TED Julian Treasure – Anything on listening!

Books: *Rising Strong* and/or *Daring Greatly* by Brene Brown

Google: Brene Brown Empathy

Switch: How to Change Things When Change Is Hard by Chip Heath and Dan Heath

Meeting the Leadership Challenge in Long-Term Care by David Farrell, Cathie Brady and Barbara Frank

Culture Change in Long-Term Care by Audrey S. Weiner and Judah Ronch

The Seven Arts of Change: Leading Business Transformation That Lasts by David Shaner

Flow: The Psychology of Optimal Experience by Mihaly Csikszentmihalyi

The Creative Habit: Learn It and Use It for Life by Twyla Tharp, Mark Reiter

Big Magic: Creative Living Beyond Fear by Elizabeth Gilbert

Websites:

Pioneer Network www.pioneernetwork.net

The Eden Alternative www.edenalt.org

TimeSlips www.timeslips.org

Truthful Kindness www.truthfulkindness.com/

An empowered organization is one in which individuals have the knowledge, skill, desire, and opportunity to personally succeed in a way that leads to collective organizational success. --*Stephen Covey*

I alone cannot change the world, but I can cast a stone across the waters to create many ripples. - Mother Teresa

First get the right people on the bus, the wrong people off the bus, and the right people in the right seats, and then they can figure out where to drive it.

--Jim Collins ,*Good to Great*