The Communications Doctor

COMMUNICATE YOUR WAY THROUGH CHANGE

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The doctor's diagnosis is IN: Good communication is contagious!

Susanne Gaddis, PhD, CSP, and CEO of The Communications Doctor recognizes there is   an epidemic of unhealthy interactions in today's society. The good news is – she shares prescriptions – easy and engaging tips and techniques that help foster a climate for positive, diplomatic and motivational communications. As a communications professor, Certified Professional Speaker (CSP), author and member of the National Speaker's Association, Susanne Gaddis, PhD, has taught the art of successful communication since 1989. A recognized interpersonal communications expert, Susanne has appeared on nationally syndicated radio, TV and video programming and has authored articles appearing in: *The Journal of Training and Development, The Whole American Nurse, Shape Magazine, The Handbook of Public Relations, Corporate Meeting Planner, and on Entrepreaneur.com.* Current clients, benefiting from Susanne's action-focused, solution-oriented tips, and techniques include NASA Johnson Space Center, The American Nurses Association, Oracle, SAS, Blue Cross & Blue Shield, and Bayer Corporation. For additional information on Dr. Gaddis or to subscribe to receive her FREE newsletter, call 919-933-3237, e-mail: gaddis@communicationsdoctor.com or visit: www.CommunicationsDoctor.com, Twitter: @TheCommDoctor Facebook: CommunicationsDoctor

Jeepers, Creepers, Where'd you get those "Keepers'

Stop

Write three things that need to stop. These are things that get in the way of progress and productivity.

1.

2.

3.

Start

Write three things that need to start. These are things that would help increase progress and productivity.

1.

2.

3.

Continue

Write three things that are currently working that need to continue. These are processes that you currently have in place that produce positive outcomes.

1.

2.

3.

Gap Analysis Model

A. Current Situation
Where are we now?

B. Goal
Where do we want to be?
What is the ideal situation?

C. Action Required
What needs to be done?

How do you respond to change?

Rat chow

Prochaska's "Stages of Change" Model

Prochaska has identified six stages related to a
major self change, such as quitting smoking.

○ **Precontemplation** - no thought of changing, now or later. Others who care about us may repeatedly urge us to take action on our problem but at this stage, we are deaf to their pleas.

○ **Contemplation** - thinking about changing, about why one follows the bad habit, what its payoff is. Bring both the rational mind and the emotions into play to move yourself to a commitment to change.

○ **Preparation** - remove temptations, plan how action will be taken, arrange support and understanding from family, friends, perhaps a support group. Arrange substitutes for the missed habit or activity or substance. Beware of substituting a new problem (over-eating, over-spending) for the old.

○ **Action** - the stage most of us picture, actual practice of the new way of being.

○ **Maintenance** - Prochaska shows that many people benefit from learning the difference between a lapse and a total relapse, (a complete collapse back into the old way). Being prepared to recognize a lapse and take immediate action can save the effort.

○ **Recycling** - back to one of the previous stages -- Changing for Good shows that it is entirely possible for a person to fail at one stage or another, only to make a second or subsequent attempts that succeed.

○ **Termination** - depending on the desired change and the person, total termination of the problem behavior may not occur. Instead, there may be a lifetime of careful maintenance. In other cases, the problem is conquered and temptation to renew the poor behavior ceases. The authors state that confidence that one has really succeeded peaks after a year but that temptation continues for two or three years.
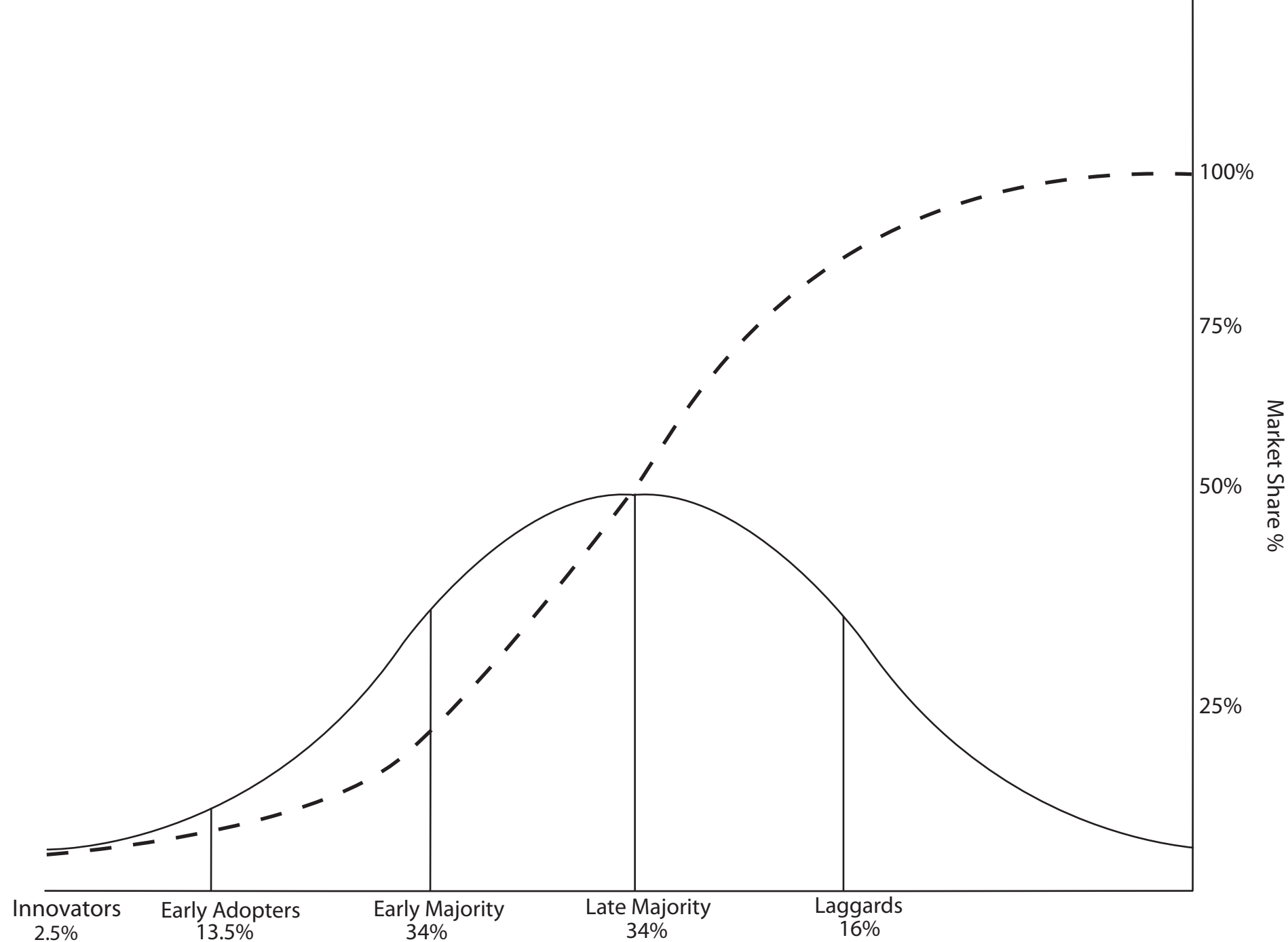
The work shows that it is best to consciously move oneself through the stages, taking time for picturing the desired change and getting ready. Moving yourself consciously through the stages improves the chance of success.

Some of the tools and activities helpful in changing:

○ Learning the facts about the personal costs of a poor habit.

○ Realizing the burden and disappointment one puts on family, friends and society with the poor habit.

○ Getting emotionally charged with the prospect of making the change; recognizing one's abilities and past accomplishments that show the capacity to make the change.

○ Carefully considering how one started the bad habit and why; untangling guilt, shame, pride, fear from the bad habit.

○ Making a deep commitment to the desired change.

○ Rewarding oneself appropriately for real progress in changing.

○ Knowing, recognizing and countering thoughts that keep one in the bad habit.

○ Stripping the environment of temptations as much as possible.

○ Arranging help and support from others.

Diffusion of Innovations

Market Share %

100%

75%

50%

25%

Innovators
2.5%

Early Adopters
13.5%

Early Majority
34%

Late Majority
34%

Laggards
16%

## People are more likely to embrace change if:

- Are in control of the key element (e.g. content, time-scale, decision making)

- Believe that the changes will improve their quality of life

People do not embrace change if they:

- Lack of trust, or misunderstand the reason for the changes.

- Have a sincere belief that the changes are not right or beneficial.

- Find change, and its effects hard to deal with

- Believe that it will have a detrimental effect on them (e.g. loss of status, unwanted or unnecessary job changes, damage to ego, etc.)
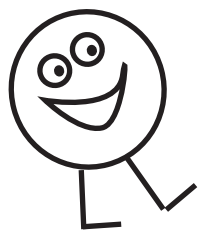
When Information Concerns Are Not Addressed

Increases

- Rumors
- Objections
- Frustration
- Confusion
- Resistance
- Sabotage

- Doubt
- Speculation
- Distrust
- Paranoia
- Stress
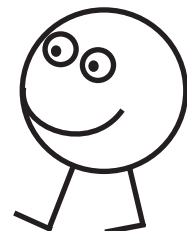- Conflict

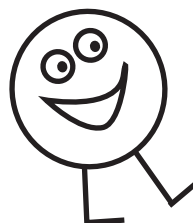What other factors increase?

Decreases

- Buy-in
- Acceptance
- Ownership
- Commitment

- Trust
- Productivity
- Quality
- Teamwork

What other factors decrease?

Ways to Respond

- Explain why change is needed
- Information about future trends
- Question/answer sessions
- Employee meetings
- Written communication/regular updates

What are other ways to respond?

When Personal Concerns Are Not Addressed

Increases

- Resistance
- Frustration
- Turn-over
- Blame

- Resentment
- Anxiety
- Conflict
- Withdrawal

What other factors increase?
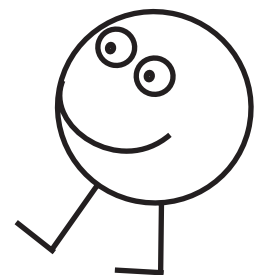
Decreases

- Confidence
- Flexibility
- Commitment
- Teamwork

- Buy-in
- Motivation
- Self-esteem
- Trust

What other factors decrease?

Ways to Respond

- Meetings to vent feelings/ask questions
- One-on-one meetings to address individual concerns
- On-going sharing of timely information
- Honesty in answers
- Employee involvement with those most impacted by decision

What are other ways to respond?

When Impact Concerns Are Not Addressed

Increases

- Resentment
- Feeling unappreciated
- Self-doubt

- Pessimism
- Frustration
- Fear of failure

What other factors increase?

Decreases
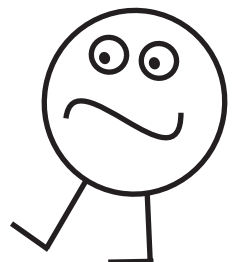
- Sense of security
- Pride
- Commitment
- Follow-through
- Confidence

- Teamwork
- Motivation
- Quality
- Productivity

What other factors decrease?

Ways to Respond

- Share success stories
- Frequent praise and acknowledgement
- Using measurements to evaluate progress
- Problem solving meetings

What are other ways to respond?

When Implementation Concerns Are Not Addressed

Increases

- Duplication of efforts
- Confusion
- Anxiety
- Pessimism
- Fear of failure

- Blame
- Frustration
- Mistakes
- Wasted effort
- Low morale

What other factors increase?

Decreases

- Productivity
- Teamwork
- Quality

- Risk-taking
- Confidence
- Efficiency

What other factors decrease?

Ways to Respond

- Training
- Coaching
- Feedback on progress
- "How to" manuals
- Problem solving meetings

What are other ways to respond?