

CHANGE

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INSIDE

Transforming Your Organization with Emotional Intelligence

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Joshua Freedman & Massimiliano Ghini, MBA

Foreword by Chip Conley, Founder and CEO, Joie de Vivre Hospitality

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Thank you for downloading this free excerpt of INSIDE CHANGE. This excerpt includes the contents and CHAPTER 2: The Problem.

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Ready?...Time for a change?

Fire!...Use this book!

Aim...Armed with science, real world examples, and a deep understanding of the complex emotional web that defines us as individuals, INSIDE CHANGE is a mandatory 'People 101' course for all innovators, leaders, change agents, and everyone working to transform the future.

– Leigh Anne Cappello, Vice President, Future Now, Hasbro, Inc.

Finally, a book that integrates the basic human function of emotions into a viable action plan for organizational transformation! Its innovative step-by-step guide combines emotional intelligence and organizational change techniques providing leaders with an effective tool that will assist them in competing in a rapid-change global environment. INSIDE CHANGE should be required reading for leaders at all levels of an organization.

– Dr. Thomas G. Seiler, JD, CPA, Professor of Accounting, College of Business, Franklin University

INSIDE CHANGE is a solid, powerful book for every leader. The typical business approach to change just doesn't work – this book will show you a better way.

– Alan Deutschman, author of *Change or Die* and *Walk the Walk*

INSIDE CHANGE provides a powerful and whole-minded approach to organizational transformation. Blending cutting-edge neuroscience with rock-solid business logic, this book will change the way you lead.

– Daniel H. Pink, author of *A Whole New Mind* and *DRIVE*

If your business needs to go from discussing change to executing change this is a must read. Inside Change will be your road-map for results.

– Jeff Kinsley, HR Manager, FedEx LAC

An excellent book that will help you understand the ‘magic’ of leadership; managing your EQ to facilitate positive change in organizations that would bring people along.

– Nehad Tadros, Regional HR and Training Manager-GCC, ARAMEX (UAE)

It’s a pleasure and an honour to me to present this book that at last approaches in a complementary way “the two half of the sky”. In fact, it is not possible to face a change without considering logic and rationality, but not even, at the same time, the emotional aspects of it.

– Luigi Boaretto, Chemical Company, Italy

Inside Change:

Transforming Your Organization with Emotional Intelligence

Joshua Freedman & Massimiliano Ghini, MBA

Foreword by Chip Conley

INSIDE CHANGE:

Transforming Your Organization with Emotional Intelligence

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Part I

Background

The change model and processes that we'll share in this book grew from three important sources:

1. The real challenges that colleagues and clients face when making change are primarily on the people-side. In Chapter 1, we'll present a summary and the "case" for the need to improve the way business approaches change.
2. The process that has worked in addressing these issues. In Chapter 2, we'll show you the components of the Change MAP.
3. Current neuroscience that provides critical new perspectives to understand people and change. In Chapter 3, we'll review this science and make it relevant to the challenges of change.

Growth demands
a temporary surrender
of security.

– Gail Sheehy

Chapter 1. The Problem

What do you think of when you hear CHANGE? Excitement? Anxiety? Frustration? Exhaustion? Almost certainly you have some feelings about this loaded topic, and even people who thrive on change acknowledge that it's incredibly challenging. And it's accelerating.

Organizationally, navigating change is a growing issue. The percentage of CEOs expecting substantial change is higher than ever; 65 percent in 2006 to 83 percent in 2008.¹ While the need is growing, the rate of success is not keeping up.

In 1996, John Kotter published his best seller *Leading Change* and stated that 70% of change efforts fail. Now over a decade later, despite hundreds of "change breakthroughs" shared in books and conference talks, the percentage of failure remains about the same. In a 2008 McKinsey survey of thousands, people reported that 2/3 of change efforts failed. In IBM's 2009 "Making change work" study of more than 1500 change leaders worldwide, IBM found that 60% of change efforts failed.

Clearly change is not an easy process. Why? What makes it so difficult? And how do real managers see these issues?

We invited leaders to identify the key challenges in the workplace today in Six Seconds' ongoing Workplace Issues survey. The research explores perceptions of people in organizations,

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from team leaders to executives in a broad range of industries, and entities ranging from under 20 to over 10,000 people.

The survey finds that...

- “Soft” issues such as change and leadership are 3 times as prevalent as “hard” issues such as finance.
- 50% of Leaders are concerned about managing change.
- Emotional dynamics of team- and non-team-members were the most important challenge.
- Only 8% report that they’ve received training to effectively deal with the issues they’re facing.²

This last point is staggering. In the US alone, in ONE year, companies spend US\$130 billion on learning and development,³ but less than one in ten respondents in our survey is getting the training they need to deal with the issues they’re facing today? Something is missing.

To explore this further, last year we asked dozens of groups of managers around the world to identify the most important methods needed for their organizations to be more effective at change; we gave them 10 minutes to brainstorm. Group after group came up with a set of very reasonable answers, including:

- Create urgency
- Get people committed
- Make a clear plan
- Make the results visible
- Get quick wins

It’s a great start. What we’ve seen in groups over and over is

that today managers know a lot about change. But at the same time, 60-70% of change efforts are failing. Something is wrong! Digging deeper, what we've heard is:



Managers know WHAT to do in change, they don't know HOW.

They are clear that there are certain key steps, but getting themselves and others committed to those steps is the heart of the challenge.

Meanwhile the pace is increasing. Around 1940, Eric Johnson, president of the US Chamber of Commerce, issued a shocking proclamation: "knowledge is doubling every ten years."⁴ Then came the internet. By 2004, we were down to information doubling every 18 months.⁵ IBM Global Technology Services predicts that by now information is doubling every 11 hours, with business email growing at a rate of 25-30% annually.⁶ Complexity is increasing at an accelerating rate, but our capacity for change is not. No wonder change is such a pressing issue!

It seems that there is a widespread understanding of the need but lack of answers on how to meet it. We know change is important, we know people issues are important. Meanwhile we keep doing the same old processes and training people the same old ways, probably because we don't see real alternatives. This is a serious warning for companies.



We are living extraordinary times but we're stuck using ordinary answers.

We are creating an increasingly complex and accelerating world

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and we don't know how to manage it – unless 30-40% success is satisfactory. In other words, even when leaders understand the right thing to do, it's unlikely those efforts will work because of execution problems. Considering how much money, people power, technology and time we are putting in change management efforts, it seems like we might want to re-allocate our investments!

Obstacles to Change

Clearly it's time to re-think the problem. Why are we **still** struggling with change? Is it an innate human problem? There's plenty of evidence that change is possible; in fact, humans are actually marvelous at change.

⁷ But we get stuck. What are the traps?

We began our exploration for this book with an extensive search of "thought leadership" on change, and found three common assumptions that may be at the heart of the problem:

1. Change is linear – change starts, ends, and is complete.
2. Leave emotions at the door – change is primarily a cognitive process.
3. Organizational change is driven by system change – change starts with structures, policies, models, etc.

It's our view that these assumptions are tragically flawed, and that by seriously re-evaluating these ideas, we can arrive at a dramatically more effective approach to change. In exploring these three common misassumptions, you'll see the thinking that underlies the Change MAP and the solution we'll share later in the book.

Misassumption 1. Change is linear.....

Once upon a time, perhaps, change occurred “once in a while” to tune up operations; today change is the norm. It’s amusing to talk to clients about the strings of mergers and acquisitions they’ve experienced in the last few years. A typical story: “I’ve been through 5 M&As in four years – and I’m still doing the same job at the same desk for the same clients.”

The notion of “a change” just doesn’t fit this reality. We need to focus on “changing” or “changeability” – a constant process of learning, innovation, and adaptability. Not only is each organization constantly in change, at the same time the context is in flux – globalization, climate, regulation, economic meltdown, generation gaps, increased transparency... If we could only perfect the crystal ball we’d have a great market! Until then, even knowing the right direction a day ahead is a real challenge. So, we have a chaotic, uncertain environment that’s going fast – and faster. The old view of a linear change just won’t work. We need a cycle that can be rapidly deployed to create a system of continuous growth and adaptability.

The conventional, linear, approach to change is to get ready, aim, and then fire. This is great in theory and terrible in practice. In the “ready-aim-fire” approach, planners (perhaps a project team and a few expensive consultants) create a roadmap and senior managers allocate resources to make a plan. Then, they “aim” - spending weeks and months developing a “great” strategy, usually accompanied by hundreds of powerpoint slides and a massive excel workbook. When it comes time to “fire” - implement - everyone is surprised that the “perfect plan” doesn’t work immediately, so they throw that out, hire new consultants and start writing a new one. And likely, the new plan will be made in a vacuum, be out-of-date by the time it launches, and then use so much resource in planning that there’s nothing left for follow-through.

- ✓ Ready, Aim, Fire is a linear process that blocks change-ability.

How to Solve This Misassumption

The common explanation is that “people resist change.” That’s sometimes true, but our experience is that people are more likely to resist a bad process than the change itself. They might actually like change, but don’t like “being changed.” The fact is people thrive on change, people are incredibly versatile and nimble, they change all their lives over and over, and growth is one of the most stimulating and enriching opportunities in the human experience. So we’re not talking about making dinosaurs do the polka. It’s not an impossible situation – rather, we need to underline the importance of structuring the change.

- ✓ We need a way to conceptualize change as a living process with built-in mechanisms for continuous refinement.

In the “ready-aim-fire” framework, projects tend to sit in “ready-aim” and rarely get to “fire.” Frustration builds, then a senior exec comes in waving a hatchet to make change happen and there’s “fire” “fire” “fire” – without much aim. Clearly all three would be valuable – ready, aim, fire – but perhaps the order is wrong.

Misassumption 2. Leave emotions at the door

We often hear leaders say, in essence, “People will change when

they understand this is better for the company and better for them.” The basic belief is that a clear, logical business case will create change. Change managers are often engineers trained to break the complex down into a rational structure. That would work well if people were rational. But people are not, purely, rational... especially in change!

How do **you** feel when you hear the word “change”? It’s a question we regularly ask clients. Some react with optimism and excitement while others feel anger or fear.

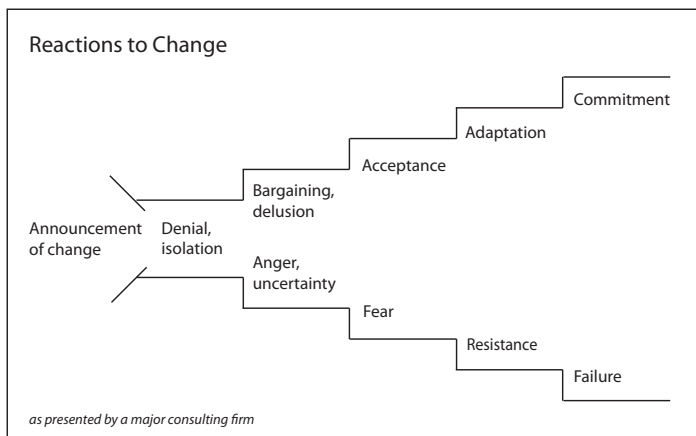
We recently did a keynote for 1000 future leaders and asked: How many of you are excited when you hear the word “change?” **One** person raised his hand. Maybe that’s extreme, but it’s telling. The bottom line: people have strong feelings about change.



CHANGE is not a neutral word!

Part of the problem with conventional change efforts is that they come on the heels of many other similar efforts – and most of those have fallen short. So people “know” this new change won’t work. Even when there is a logical plan, even when there’s a beautiful powerpoint outlining the path forward, people’s trust in change has been eroded. So change leaders need to use emotional intelligence to connect at a heart-level (and they need the strategic intelligence to connect at a head-level too).

One of our clients was going through a complex restructuring process and was meeting with one of the world’s largest consulting firms. The consultant showed this slide to underline the importance of the emotional dynamics in change process. His message: if you want to have success in a change you need to manage the emotional side of the business.



Impressed and surprised, our client said: “Great! Finally we’re discussing the core issue. So how can we transform resistance in adaptation? How do we make sure we stay on that ‘commitment’ path?”

The consultant’s profound answer: “That’s the magic of leadership.”

Imagine our surprise to discover that you have to be magical to be a great leader! In essence, the consultant was saying, “I don’t know.” Which is a pity because he put his finger on an absolutely critical point. The fact is that “downward path” toward resistance and rejection is the biggest risk in any change process, this destructive spiral erodes performance and makes future change even more difficult – and it’s all about emotion.

There is a great deal written about the cognitive side of change – how to think through change, how to analyze change, how to strategically position change efforts. No question that is important, but it’s incomplete, because change is not simply a cognitive experience. It would be easier if people were rational; “it’s better for you to exercise,” ZAP people would exercise! “We can

increase performance by implementing LEAN in one quarter,” ZAM there’d be a full LEAN process in place. But people are not only rational, so we need to understand the impact of emotions in the process.

Are emotions a killer app in managing change? The research is emerging; for example, one study of 615 people in government and private companies affected by huge organizational changes in Australia: 44% of the resistance to change is explained by emotions and assumptions.⁸

In another study, a variety of change-drivers were analyzed including reward, job satisfaction, participation, history of change, etc., to see what contributes to commitment to change. By far the strongest predictor is emotional involvement ($r=.423$), the next strongest is a history of successful change ($r=.267$). So emotional involvement is almost twice as strong a predictor as any other factor – even having previously succeeded. Reward wasn’t even statistically significant.⁹

How to Solve This Misassumption

The key is to be more intelligent with emotions. Emotional intelligence provides the capacity to accurately see and understand these feeling dynamics, and then to create effective solutions.

The value of emotional intelligence in people-performance is evident in many studies;¹⁰ one example is research we conducted in healthcare which showed that people with higher emotional intelligence cope better with job complexity and with stress in the workplace, two issues that often arise with change – and the effect was greater in more senior roles.¹¹

On the lighter side, one powerful emotional tool is humor. An interesting study by Bovey and Hede shows that people who use humor to cope with anxiety have less resistance to organi-

Emotions & Stress in Healthcare

As in many demanding jobs, health care is stressful work with high-stakes challenges, a fast pace, and complex relationships. In the face of these pressures, professionals must carefully manage their reactions and interactions to achieve optimal outcomes. How important is emotional intelligence (EQ) for managing these dynamics? How does EQ affect stress and performance?

To test this, two assessments were administered:

SEI – Six Seconds Emotional Intelligence Assessment.

SPA - Stress Perception Audit

The study finds three important conclusions:

- Emotional intelligence predicts high performance
- Stress reduces performance
- Emotional intelligence mitigates the effects of stress.

A reasonable inference emerges that one of the primary benefits of high EQ is the increased ability to function well even under stress.

Interestingly, the most senior group in the study – those with the most supervisory and leadership responsibilities – are the ones where emotional intelligence made the most difference. This finding suggests that in increasingly complex jobs, EQ becomes increasingly important.¹¹

zational change.¹²

It's even more evident in personal changes. Ask anyone who has tried and failed at dieting. Being healthy is really simple: Eat less, exercise and sleep more, drink water. Rocket science, right? Everyone who's tried to lose weight KNOWS this – but many of us struggle for years to do it. As Bruce Lee said:

Knowing is not enough, you must apply;
willing is not enough, you must do.

But what does it take to go from knowledge to action? Emotion is the missing link – at home and at work, it's the critical ingredient to propel people into doing.



Emotions drive people, people drive performance!

One of the key emotional drivers in change is trust; it's like a speed governor that limits (or unlocks) action. When she tells you that we need to change, do you trust your boss? Robert Hurley recently surveyed 450 executives in 30 companies from around the world and his findings are worrisome: **half of all managers don't trust their leaders.**¹³ Hurley also reported another survey from Golin Harris showing 69% of respondents agreed with the statement "I just don't know who to trust anymore." Yet trust is crucial if we want people to "come along with us" on the change journey, so this balance has to shift (or at least we'd better make sure our team members are in the 31% who know who to trust!).

Taking trust as a benchmark, the "emotional currency," if you will, we need leaders who use authenticity rather than flash. An example is the incredible turnaround of IBM in the 1990s. As Lou Gerstner, the CEO in charge for the change, described in his book, *Who Says Elephants Can't Dance?*, the real problem was

that team members had lost faith in the company. Gerstner saw his responsibility was to inspire people about the opportunity to be a great company again.

Put yourself in Gerstner's shoes for a moment. Clearly reinvigorating "Big Blue" won't succeed by simply rewriting the mission statement and moving the same old boxes on an org chart. You would need to create a massive emotional transition to create a new culture. To realize this shift people need to sense your commitment and feel your authentic passion. They need to trust you. And that's all about emotions!

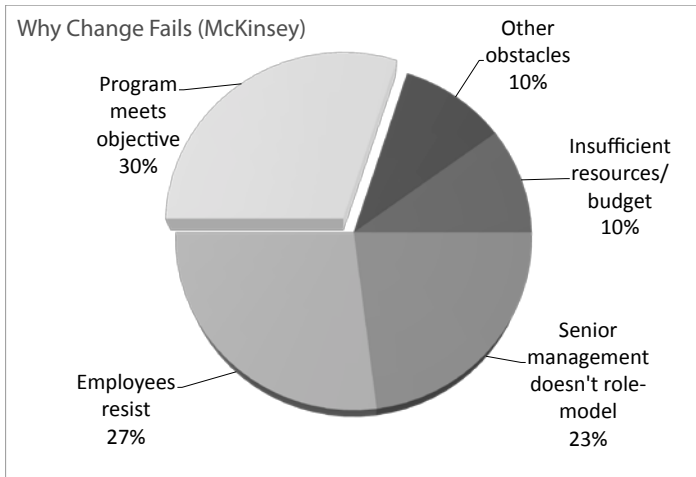
It's also worth noting that Gerstner came to the job as a "typical MBA engineer" type with no particular gift at rhetoric. He wasn't a "heroic" leader. While the old-style charismatic leader can give a great locker-room speech and fire people up, this relationship-based change leadership requires a more subtle process. When people are coming from hopelessness and distrust, their radar is up. Again, they "know" that the change won't work. They don't trust the system, so they're actively looking for another snow job. Authenticity beats slick.

Finally, while sincerity is key, the emotional component is not sufficient by itself. Change will be derailed by a lack of buy-in, but it is equally useless to launch change without a good plan. We're not advocating that "heart over head" replace the worn-out "head over heart" mindset, rather we're calling for a partnership of head+heart+hands.

Misassumption 3. Organizational change is driven by changing systems

.....

We were delivering training to a group of senior MBA professors in a highly regarded university, and gave them a challenging exercise where they had 10 minutes to plan, and then couldn't



talk during the implementation (though they could communicate nonverbally). They made a “great” plan, but did a miserable job on the challenge. In the debriefing, we asked what went wrong: “We had an excellent strategy, but there was an execution problem.” We pressed back: “Was it really a great strategy if you couldn’t follow it?” They were adamant that the strategy was optimal despite the failure.

In the same way, organizational change projects are usually planned and structured at a systemic level only to break down at the human level. In their seminal research about change, McKinsey found that the real problem is on the people side: 50% of change failure lies in resistance to change and a lack of example from the senior managers. In other words, changing an organization is not about writing a new organizational chart or redefining the mission statement; it’s about facilitating people to change.

IBM developed similar findings: change fails primarily due to people issues. Over 60% of change leaders identify the real issue as how to change people’s behavior, and 49% think the real problem is to be capable of changing the organizational culture.



A strategy is only powerful if it can and will be implemented by the people who are responsible for execution.

How to Solve This Misassumption

Strategy needs to begin and end with people.

This is the reason why Jeff Immelt, CEO of General Electric, is working hard to create a new culture of change in GE. In a recent interview in Harvard Business Review he said: my job is to “drive change and develop others as leaders.” To do that he created a change program called LIG (Leadership, Innovation and Growth) where for the first time all the senior members of a business’s management team were trained together. The results were great; revenues from internal growth increased 9% in 2007, surpassing Immelt’s goal for the third year. The question is: what’s made the difference? The course permitted managers to create a shared vocabulary and knowledge about the barriers to change, work on how people change, and then define a concrete action plan to change. He created engagement in the management team.

Immelt concluded the interview saying, “I still have to push, and I think that will always be true. But there are now more people pushing with me.” This is a crucial part of change – when a person is going one way, and has had years of learning a particular approach, it’s a big effort to redirect that. Think of it as a physics problem; to change the direction of a vector, you have to apply a new force. Multiply by 10 for a team, and by a thousand or more for a whole organization. Difficult change requires massive effort – which will only come from growing a committed group.

So, we have three misassumptions, and three antidotes:

Misassumption	Problem	Antidote
Change is linear	We are not dealing with one simple change	Create a dynamic process for ongoing changeability
Leave emotions at the door	Humans are not only rational	Become effective with the emotional side
Organizational change will occur by changing systems	Strategies don't work if people won't or can't execute them	Put people at the center of the planning

At the core, the problem of change is a human problem. So, if we want to really change an organization, we need to understand how people change. But first let's consider: Is change even possible?

Can People Change?

When the stakes are high, life and death for the people or the company, change will happen – right? *Fast Company* senior writer Alan Deutschman was surprised that the answer is “no.” He was attending a conference on the future of healthcare where the Dean of Johns Hopkins Medical School talked about what happens to cardiac patients when they're told to “change or die.” The incident led to an in-depth analysis of individual and organizational change with a startling conclusion: While change is possible, the usual approach doesn't work.

When the doctor stands up in the authority of his lab coat, shakes his finger at you, and tells you all the reasons that you have to change or die, he's relying on a particular paradigm, a

tragically flawed “conventional wisdom” that people will change through the Three Fs: Force, Facts, and Fear.

One reason the Force, Facts, and Fear, FFF-driven change fails is the inattention to a basic principle of emotional intelligence: **When people feel pushed, they resist.** When facts and fear are used to try and force change, people may comply in the short term, but they don’t have a real ownership of the change. It’s obedience, not motivation. In the Six Seconds Emotional Intelligence Model, this concept is captured in the competency of Intrinsic Motivation. Without Intrinsic Motivation, people will not persevere, even if something is “good for them.” So an effective change leader will go beyond logic to engage people at a heart level.



The best news is that change is possible. It just takes a different approach.

Extensive research has shown that the most successful change actually begins with an emotionally significant relationship. In the 1950s, psychologists at Johns Hopkins University began to study what forms of psychotherapy worked, and hundreds of studies have followed up on this work. The surprising conclusion: They all work equally well, or equally poorly – the system isn’t the determining factor. Successful change is determined by the relationship; a relationship that creates hope.¹⁴ The feeling of hope is essential, and it comes partly from the logical side – seeing results – and largely from something less tangible.

When “everything’s perfect,” few people focus on change. Usually change gets a lot of attention when things are falling apart. The worse the situation, the more urgently people seek change, and the worse it gets, the less hopeful people become. This pessimism is a natural consequence of the ongoing churn in

corporate life – the annual (or sometimes quarterly) “transformational strategy” unleashed by some well-meaning and well-paid consulting firm. You can just hear the middle managers’ “here we go again” refrain as the latest in an incessant string of changes come rolling over them, doomed before it starts by a lack of buy-in.

The antidote isn’t a more logical plan, it’s a more compelling relationship. What we need is a leader who can give us a hope for change. This emotional need goes far beyond a paycheck. Yes, people need to pay the bills, but they also need something deeper, and some leaders have committed to provide that.

Deutschman offers an example from the 1990s when General Motors closed a plant because the workers were “unmanageable.” The old paradigm was “telling people to do something and relying on the force of threatening to fire them if they didn’t.” When Toyota took over the plant, they tried a different set of motivators. “They took these American workers to Japan and showed them how this actually worked on the assembly lines in Japan. You can’t just tell people something. You have to prove it to them through experience. They set up a situation appealing to people’s desire to be competent, to be creative, to be successful, and to be admired and respected for those skills by the people they work with.”

Like many others, Deutschman concludes that people are, in fact, great at change. People love learning, are curious, innovative and adaptable. Just look at how much people learn – a 90-year-old can get herself on Facebook, a six-year-old can create a Lego space cruiser. The process of learning offers several key tips for change.

David Kolb’s research suggested that learning is a process where you need to understand information, absorb it, practice it and integrate it with the existing knowledge. In others words, you have to give time to learners to reflect, experiment and apply

the new knowledge. So a powerful change model should mirror that:

- ✓ An effective change process will create heightened awareness and opportunities to focus, experiment, and reflect.

Chris Argyris adds that your learning will be boosted if you have to teach what you learned. Teaching back creates a deeper level of ownership and pushes the learner to make sense of the new data in a personal way. So:

- ✓ An effective change process will support people to take ownership and “teach” others.

Because this is such a critical resource of change leaders, we’ll share more of the cutting-edge science of learning and the brain in Chapter 3.

Recap

While essential for organizational success, change is challenging. Although many approaches to change recognize that these challenges are both strategic and emotional, the usual premise is that a “great strategy” will make people fall into line. This passing regard to the people who must execute the change leads most change efforts to fail. Instead, we need an approach based on understanding the human and emotional drivers of change and engaging those to assist in forming and executing effective strategy.

This view is a natural extension of decades of leading thinking on change. Kurt Lewin, the pioneering social psychologist and author of *Group Decision and Social Change*, recognized that behavior is driven by the interaction of people and their environment. Applying his Force Field Analysis, Lewin identified that successful organizational change begins with “unfreezing,” an essential process of both strategic and emotional planning. Then he said, new learning has to occur before “re-freezing” in the changed state. William Bridges, author of *Managing Transition*, advocates for leaders to attend to the emotional transition of change and provides a powerful concept of “transition” that we’ll use to understand the emotional dynamics of change. John Kotter, author of *Leading Change*, offers a process for change that begins with the importance of emotional engagement. We’ll take that a step further and put people and purpose at the center of the change – so they own and drive change, not just once, but in an expanding cycle of growth.



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From the Publisher

Six Seconds is a global organization supporting people to harness the power and wisdom of feelings to make a positive difference - everywhere, all the time.

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Inside Change In Action

The INSIDE CHANGE CERTIFICATION PROGRAM supports leaders to be more effective on the people-side of performance.

Designed in alignment with the principles of this book, this isn't just a training – it's a blended program combining metrics, learning, coaching and support for success.

For information about the program, to reach to authors, and learn more about INSIDE CHANGE, see:

www.insidechange.net