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Managing Change in a
Changing Workplace

Facilitator: Carole Buncher

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Ms. Buncher owns *Carole Buncher and Associates: The Competency Company (CBA)*, a small, emerging, Washington, DC-based, woman-owned training and consulting organization. CBA specializes in delivering training to the audit community. Ms. Buncher also consults with organizations in a wide variety of areas, including organizational assessments.

In addition to owning *Carole Buncher and Associates*, Ms. Buncher has 23 years of professional experience in training and auditing. As Senior Program Analyst with the United States General Accounting Office (GAO—related renamed U.S. Government Accountability Office), Ms. Buncher led a variety of assignments to strategic issues and human capital within the U.S. government.

Her training accomplishments include developing and leading 1/2-day to 2-week training programs to auditors and implementing training programs from conception through implementation to evaluation. She is a highly skilled and experienced trainer and excels in delivering classes for auditors in areas including public speaking, interviewing for information, and supervision and leadership.

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- *If we don't change, we don't grow. If we don't grow, we aren't really living.*

– Gail Sheehy

- *Change is not merely necessary to life, it is life.*

– Alvin Toffler

Expected Outcomes

At the end of this workshop, you will be able to:

- Understand the importance of change.
- Recognize that change presents challenges that can be overcome.
- Realize that there are multiple ways to lead and be led.
- Understand the critical components of setting effective expectations.
- Understand and apply a conflict-resolution model.



Agenda

- Understanding change in the workplace
- Leading in a changing work place
- Effective expectation setting
- Managing conflict

Change

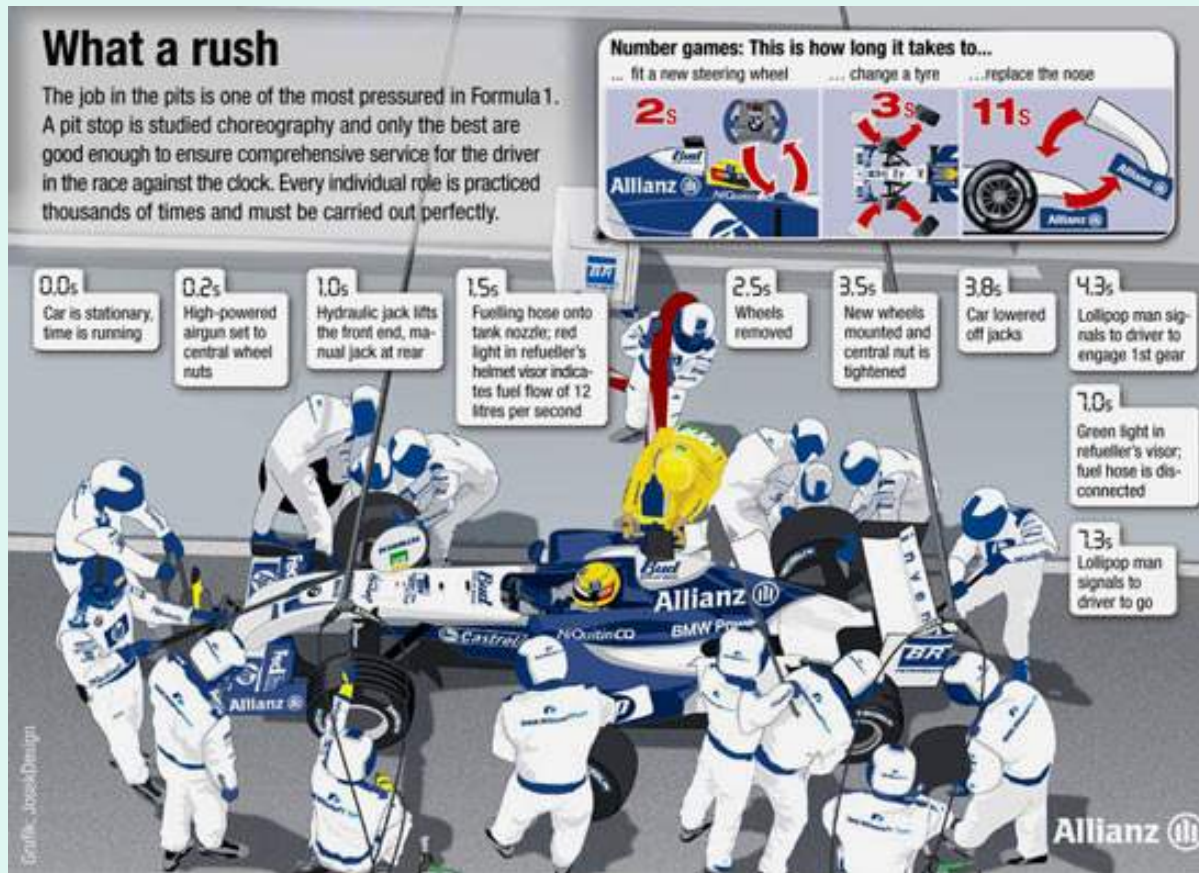


Discussion Questions

Is change important in the workplace?

Why?

Unless We Can Formulate an Approach to Take Charge of Change,



It Will Take Charge of Us!

Typical Response to Change

- I need to know what's going on. Why is this change happening?
- Am I alone in this? Who else is experiencing the change?
- What are the advantages and disadvantages of the change?
- What are things going to look like when the change is complete?
- I need to participate and be included.

Video

“Taking Charge of Change”

Endings

- **Be clear about what is really ending. The clearer you are about what you are losing, the less likely you'll be to overreact.**
- **Let go of old assumptions. Evaluate the situation honestly and objectively.**
- **Actively seek closure on the “old way.”**

The Neutral Zone

- **Accept ambiguity as an essential element, without becoming paralyzed by uncertainty.**
- **Remember to communicate. Keep your channels open in all directions.**
- **Be willing to experiment.**
- **Acknowledge both the help and the progress of others.**

Beginnings

- **Create a personal mission statement.**
- **Behave as if there are no barriers to what might seem like radical solutions.**
- **Actively solicit support from others, and encourage them to join you in your collective future.**

Change Strategies

- Accept ambiguity as an essential element of change, and avoid becoming paralyzed by uncertainty.
- Keep the channels of communication open. Ask questions and seek clarification. Share and listen.
- Be receptive to the changes that are about to happen. Look for ways to benefit from them.
- Consider your skills and personal strengths. How can you contribute to the change process?

So How Can We Facilitate Change?

Effective Change LEADERS—That's You

Leaders

- “Leader” is not necessarily “boss”
- Listen to others’ concerns; empathize
- Not necessary to be a “yes” person but communicate that change is going to happen—beyond our control
- Productivity will decrease
- Gossip and need to talk will increase
- Know that some people may regress—may need more direction than usual

EFFECTIVE EXPECTATION SETTING

Answers: “What should I do?”

Why set expectations?

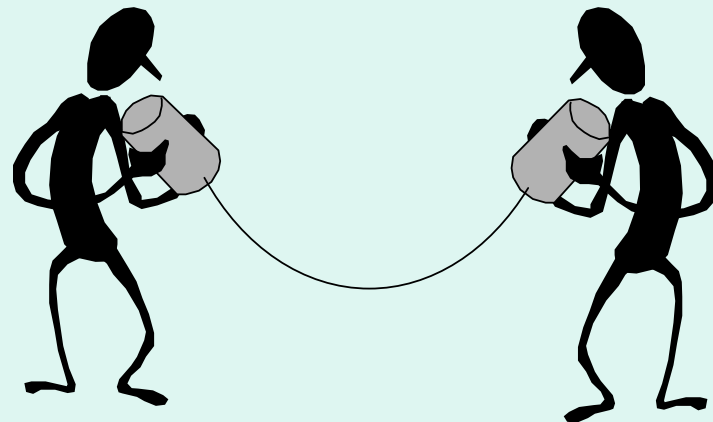
Most people want to be high performers.

Unless people have a clear understanding of what is expected of them, it will be difficult for them to meet our expectations.

In times of change, expectations may need to be extra clear.

COMMUNICATING EXPECTATIONS

- An ongoing dialog between a supervisor and their staff.
- Clarifies what needs to be done, by when, and at what standard



SMART GOALS

- **S**pecific
- **M**easurable
- **A**chievable
- **R**elevant
- **T**imely and Time-bound

OTHER IMPORTANT ATTRIBUTES

- Flexible
- Written
- Two-way communication
- Revisited and updated frequently or as needed

PRACTICE OPPORTUNITY

- Write an expectation.
- Have another participant critique the expectation. Is it SMART?

LEARNING APPLICATION

What have you learned about setting expectations that you can apply when handling change?

1. Reflect
2. Write
3. Discuss



MANAGING CONFLICT



Conflict Happens

- Forming
- *Storming*
- Norming
- Performing



The Potential Value of Conflict

- A good way to harness the diversity of backgrounds, values, and experiences in our workforce
- Can result in better decisions and outcomes

Sources of Conflict

1. Facts (different assumptions)
2. Methods (how to do something)
3. Goals (what the outcomes should be)
4. Values (basic principles or beliefs)

Hiam's DEALING WITH CONFLICT Theory

1. Avoiding
2. Competing
3. Accommodating
4. Compromising
5. Collaborating

Avoiding—Lose/lose

- Either one or both people decline to engage in the conflict.
- The needs of both people are unmet and deferred.

Competing—Win/lose

- The more assertive person gets their way.
- “My way or the high way.”
- Other person gets nothing—”rolls over and plays dead”.

Accommodating—Lose/win

One person gives in, after some discussion, to reach a quick, conflict-free resolution.

Compromising—Yield/yield

- Both people give up something.
- Conflict is ended with neither person feeling fully satisfied.

Collaborating—Win/win

- Each person explores and understands the other person's position.
- They look for a new approach—not mine or yours but rather ours.
- Each feels good about the final outcome.
- Hardest to accomplish—takes a lot of energy and commitment to satisfactory outcome.

You Have Choices...

The most effective
conflict managers
are **flexible**



and choose the
strategy that is most
effective for the
situation—not
necessarily their
preferred style.

Let's Wrap It Up



- Questions?
- Comments

We'd Be Honored to Work with Your Audit Organization!

For further training and consulting information, contact us.

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