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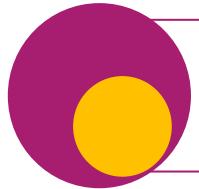


CONNECT

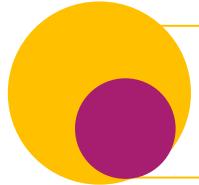


COLLABORATE

a festival of learning



THRIVING THROUGH CHANGE: WHAT WE ALL NEED



WEDNESDAY 21ST JANUARY



double
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Values Driven

We Listen to Understand

We Care about Relationships

We Strive to Make a Difference

We Seek to Grow and Learn



Thriving Through Change: What We All Need

Focus for this session

- Working with the SPACES framework for personal reflection
- Discuss and explore some practices to manage our responses, feelings and needs
- Suggestions and guidance for how:
 - we can support each other
 - lead change at the human level with greater intention and care

The new normal...

V

volatile

brittle

U

uncertain

anxious

C

complex

non-linear

A

ambiguous

incomprehensible

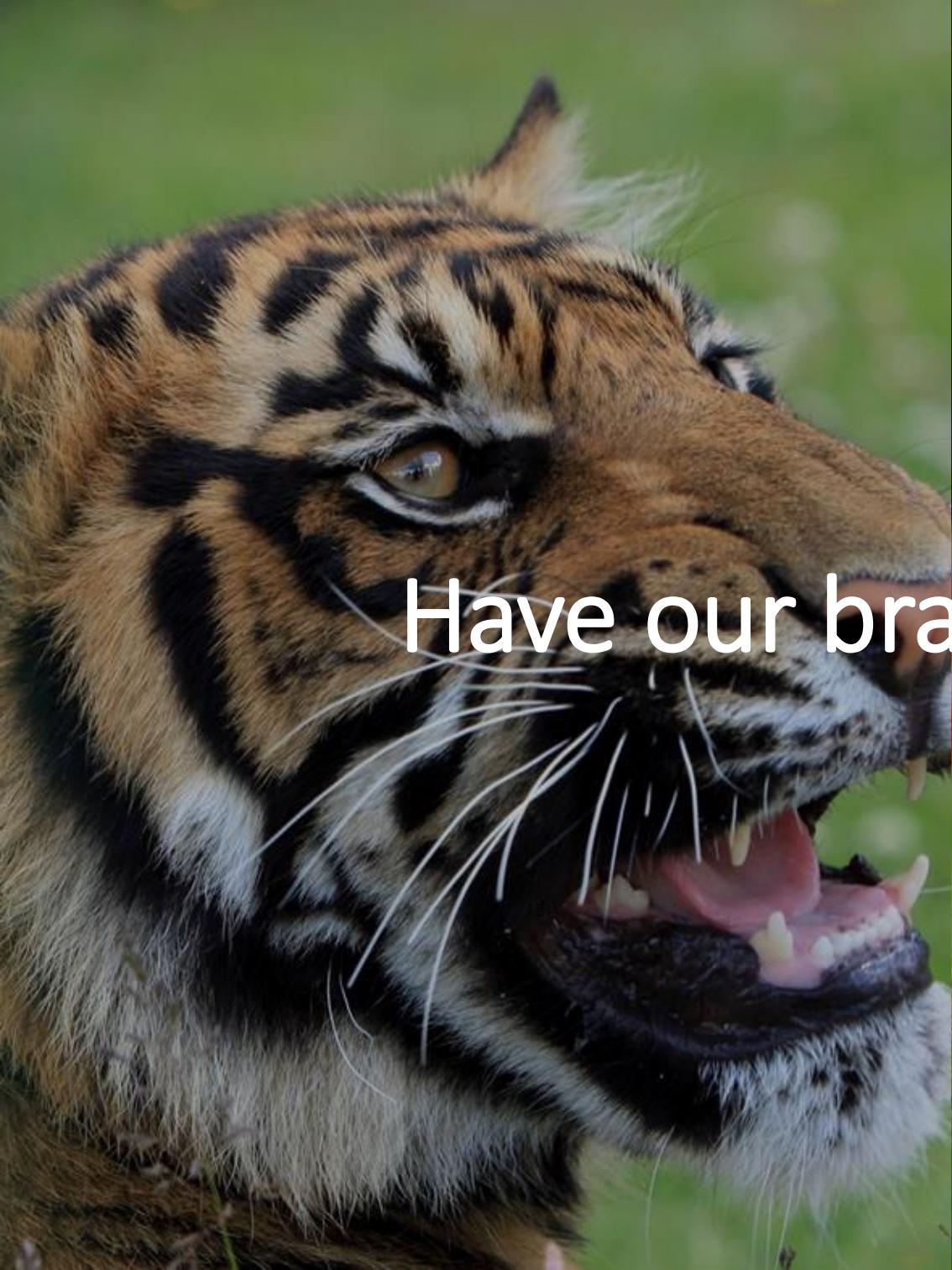
B

A

N

I





Have our brains evolved?



SPACES framework

Away

Threat
response

SELF-ESTEEM: Feeling good about themselves,
trusted, respected and improving
Concerned by loss of respect, trust, value and status

PURPOSE: Doing work that is useful, matters & makes a difference
Confusion as to why we're doing this

AUTONOMY: Having a level of freedom, control, and choice
Resentment and resistance to change being forced (top-down)

CERTAINTY: Needing a level of certainty, predictability and clarity
Fear of the unknown & lack of confidence in proposed changes

EQUITY: Sense of equity, fair play and transparency
Anxiety over others being treated differently or unfairly

SOCIAL CONNECTION: Needing interaction/connection with
others and a sense of belonging
*Worried changes will upset existing relationships, networks &
connections*

Toward

Reward
response

SPACES framework

Away Threat Response

- Distracted and/or withdrawn
- Anxious
- Think less clearly, reduced memory
- Decreased performance & productivity
- React defensively and/or angrily
- Generalise more
- See threats
- Weakened immune system
- Cortisol/stress/overwhelm

SELF-ESTEEM: Feeling good about themselves, trusted, respected and improving
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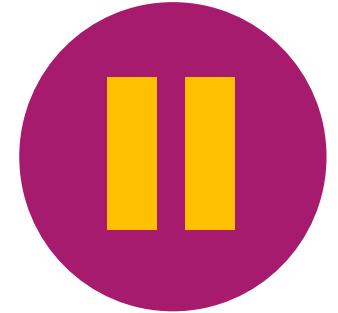
SOCIAL CONNECTION: Needing interaction/connection with others and a sense of belonging
Worried changes will upset existing relationships, networks & connections

Toward Reward Response

- Positive and motivated
- More focused
- Willing to collaborate
- Innovative and creative
- Secure and safe
- Open to new ideas
- Willing to get involved
- Increased resilience & resourcefulness
- Open to feedback

When you feel threatened and/or triggered – and we all are – press PAUSE

It only **takes a few seconds** to breathe and help your your brain and body reset. A moment of **PAUSE** enables space between an emotional response and a reaction.



1. **Recognise** your own triggers
2. **Reflect**: get curious about your responses and inner chatter
3. **Re-frame**: deliberately change the narrative in your head
4. **Reach out**: talk to others and hear a different perspective
5. **Re-Set**: choose to respond differently

The 5R'S: **Recognise – Reflect – Reframe – Reach out - Reset**



Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.



Victor Frankl

Press **PAUSE** and slow the moment down

1. **Recognise** your own triggers

- Being self-aware and knowing what matters to you.
- Tune into your body for signals you feel threatened—your body often responds before your brain tries to make sense of it.

Ask yourself, “What just changed in my body?” e.g. “Breathing speeds up” “Throat tightens” “Chest is heavy”

2. **Reflect:** get curious (not judgmental) about your responses and inner chatter:

Ask yourself,

- “What’s going on right now?”
- “What am I thinking and telling myself?”
- “What is the reaction trying to protect me from?”

“The trigger lives in the meaning we add, not the event itself.”

3. **Re-frame:** deliberately change the narrative in your head

Separate facts from meaning

Fact: “They questioned my decision in the meeting”

Meaning: “they don’t trust me/I look incompetent”

4. **Reach out:** talk to others and hear a different perspective

- Our thinking and perspective shrinks when we’re threatened.
- By naming it and talking it through our brains open again, our emotions and nervous system settle and the intensity of the experience diminishes.

Talking about triggers works best when:

- the person is trusted
- the intention is understanding, not validation or blame
- the conversation happens once emotions have settled

This is about gaining a wider lens not being corrected

“Self-awareness grows faster in relationship than in isolation.”

5. **Re-Set:** choose to respond differently

Go through the above process again after the emotions have passed

- What happened?
- What did I feel in my body?
- What story did I tell myself?
- What was I protecting?
- What might help next time?

DO LESS

DO MORE



Self-esteem

Criticise people publicly

Withhold positive feedback

Tell people their ideas are wrong

Constructive and strengths-based feedback

Praise and acknowledge people's successes and growth

Respect and value people's contribution



Purpose

Task focused and transactional interactions

Work that has short term focus only

Telling and directing

Talk about the mission and values often

Connect work to the the long-term benefit for people and the world

Discuss and agree why what they do matters



Autonomy

Micromanage every step

Make decisions for the group

Approve and sign-off work

Provide choice and control where possible

Make collective decisions

Give people freedom and ownership



Certainty

Be unclear with expectations

Keep information to yourself

Change plans frequently and/or at the last minute

Clarify expectations often and encourage questions

Share useful and important context and information

Stick to agreements and embed consistency where it matters



Equity

Play favourites

Solicit ideas from a few select people

Take credit for other people's work

Provide a 'level playing field'

Gather input widely (when possible)

Recognise people's contributions



Social Connection

Make people compete

Allow people to work in isolation

Focus only on business – The What

Encourage and focus on shared goals

Foster shared experiences

Promote positive social interactions as part of The How



INFORM • INVOLVE • INCLUDE

As much as possible

When & Where it make sense

- Explicitly talk to the WHY, create a burning platform that links to the wider Mission and long-term impact (**PURPOSE**)
- Clarity & consistency of messages from Senior leaders (**CERTAINTY**)
- Encourage teams to create their own guiding principles around new ways of working and behaving in support of the change (**SOCIAL CONNECTION, AUTONOMY**)
- Change advocates across the org (**SOCIAL CONNECTION, AUTONOMY**)
- Small steps towards the change, pilot, test and refine – communicating & involving at each step – helps settle people and the system (**CERTAINTY**)
- Senior stakeholder groups to help plan (**SELF-ESTEEM/STATUS**)
- Guiding principles that apply to all – level playing field (**EQUITY**)
- Foster cross function groups planning/working /pilot groups /advocates etc (**SOCIAL CONNECTION**)

Have meaningful conversations often and maintain a focus on growth for people

Meets all 6 needs!



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Thank you!

