

ARTICLE FOR INPHO – GRACE KELLY AND SADAF AFZAL – 15 JULY 2016

Surviving and Thriving During Change **14 July 2016, Lancaster**

Sadaf Afzal and Grace Kelly attended a study day on managing change, which was run by LIHNN.

We looked at the three change styles: Conserver, Pragmatist, and Originator, which describes the preferred styles of initiating and dealing with change (see attached). With that, we were able to identify the change styles within ourselves and our team, and how they can complement one another.

We also looked at [the Process of Transition - John Fisher, 2012](#) – and how individuals all undergoing the same change can be affected differently.

We addressed the physical and emotional aspects of stress, identifying our own sources of stress and how they fit into the circle of concern and influence ([The 7 Habits of Highly Effective People, Covey 2013](#)).

We looked at [Charney's "resilience prescription"](#) (see attached for bullet points) and also the definition of resilience as 'the capacity to maintain wellbeing and work performance under pressure'. You can test your own resilience by visiting <http://www.robertsoncooper.com/iresilience/>.

What we took from this study day was a resilience action plan, a means of identifying our strengths, and also strengthening our resources; practicing positive thinking was encouraged as a means of building resilience, such as identifying three good things and one act of kindness daily. Also, stepping out of your comfort zone and into your [learning zone](#) more often, by taking on new opportunities and challenges will expand your comfort zone and increase resilience.

Alvin Toffler (Future Shock, 1970) coined the term 'information overload'. He identified that "to survive ... the individual must become infinitely more adaptable and capable than ever before".

My Change Style

Conservator	Pragmatist	Originator
<ul style="list-style-type: none"> • Prefer change to be gradual or incremental • Look for stability • Value and recognise what's gone before /their own experience • Are less comfortable when the future is unknown <p>When faced with change:</p> <ul style="list-style-type: none"> • Generally appear deliberate, disciplined, and organized • Prefer change that maintains significant elements of current structure • Use the past /convention to make sense of the future • Take a prudent approach • May appear cautious and less flexible • May focus on details and existing routines • Honour tradition and established practice 	<ul style="list-style-type: none"> • Prefer change that is functional - what will work /is fit for now • Approach potential change with an open mind • Comfortable with both Conservator and Originator approaches. <p>When faced with change:</p> <ul style="list-style-type: none"> • May appear practical, agreeable, flexible • Prefer change that emphasises workable outcomes • Are more focused on results than structure • Operate as mediators and catalyst for understanding • Are open to both sides of an argument • May take more of a middle-of-the-road approach • Appear more team-oriented 	<ul style="list-style-type: none"> • Prefer change to be radical, and fast paced • Enjoy challenging the status quo • Are comfortable with uncertainty <p>When faced with change:</p> <ul style="list-style-type: none"> • May appear dis-organized, undisciplined, unconventional and spontaneous • Prefer change that challenges current structure • Are likely to challenge accepted assumptions • Enjoy risk and uncertainty • May be impractical and miss important details • May appear as visionary and systemic in their thinking • Can treat accepted policies and procedures with little regard

The “resilience prescription”

Charney (2007)

- Find a resilient role model – actively finding one is important
- Personal moral compass – sense of purpose
- Positive attitudes and emotions
- Develop cognitive flexibility – learn to “reframe”
- Recognise and develop strengths
- Develop/train regularly in multiple areas – challenge and mastery
- Look after your physical condition – exercise may be the “magic bullet”
- Develop coping strategies and social support networks – make active use of them