

# Partnering Through Change

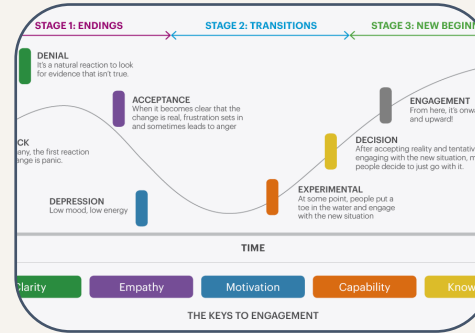


*What practices have helped you to navigate change?*

# Four Ideas about Change



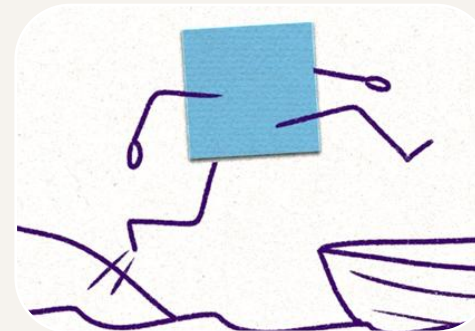
Elephant, Rider,  
and Path



The Change  
Cycle



Dealing with  
Kryptonite



Growth  
Mindset

# Elephant, Rider, Path

## **Rider**

Rational / decisional

## **Elephant**

Emotional processing

## **Path**

External environment



Source: [Video](#). Based on the book *Switch, How to Change when Change is Hard*, by Chip and Dan Heath.

# Elephant, Rider, Path

*What part feels most challenging right now?*



**Rider**

Rational / decisional



**Elephant**

Emotional processing



**Path**

External environment





# Elephant, Rider, Path

## *Questions to Explore*

### **Give Direction to the Rider**

What might our destination look like?

What is clear? Unclear?

### **Motivate the Elephant**

Where are we feeling stuck?

What would help us move forward?

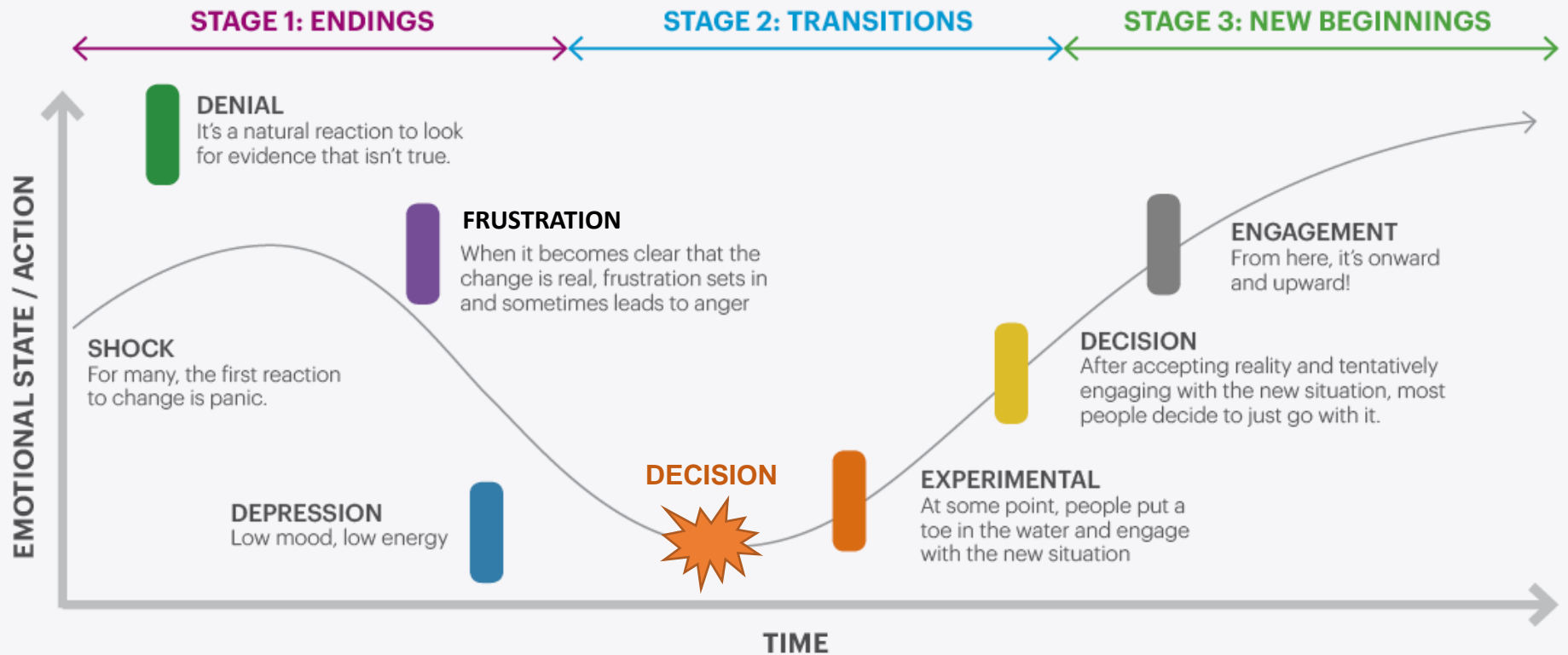
### **Shape the Path for Easy Progress**

How can we clear the path?

What are small steps?



# How We Process Change



Clarity

Empathy

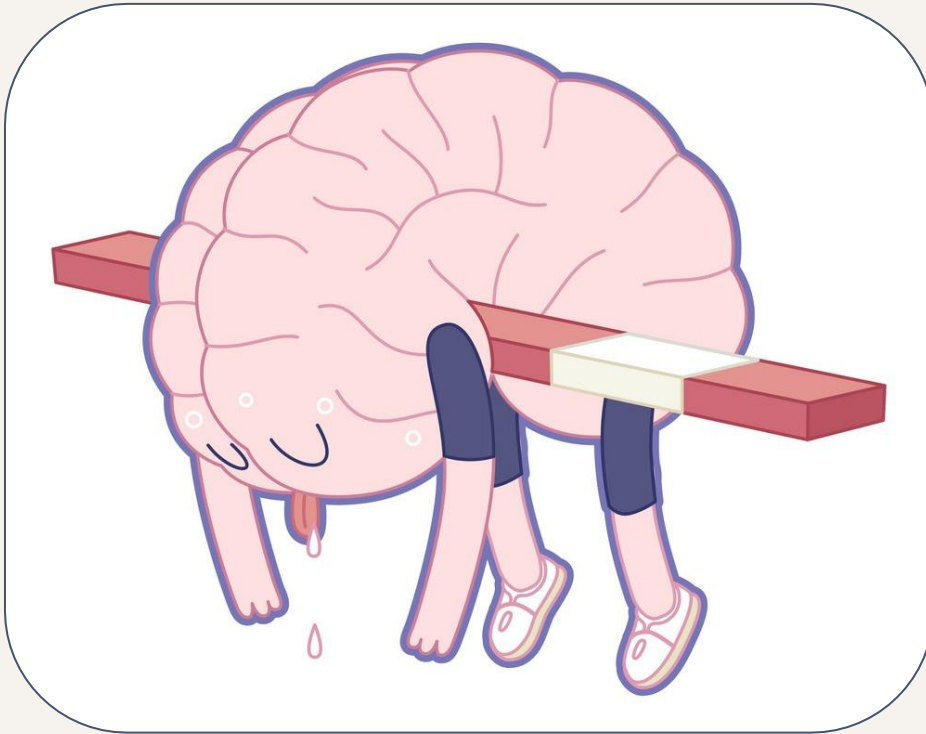
Motivation

Capability

Knowledge

THE KEYS TO ENGAGEMENT

# Energizing Exhausted Brains



- Recognize what we can and cannot control
- Stepping away
- Self-care
- Care for others: “What do you need right now? How can I help?”



*Optional Homework: Working Through  
Change Self-Reflection*

# Dealing with our Kryptonite

When change is especially hard, or hits close to home, we (and our partnerships) can get “stuck” in persistent thoughts or negative narratives.

How can we shift the story to move ahead?



- Learn from past success
- Leave negativity aside
- Let go of yesterday
- Listen to your vision
- Lead with action



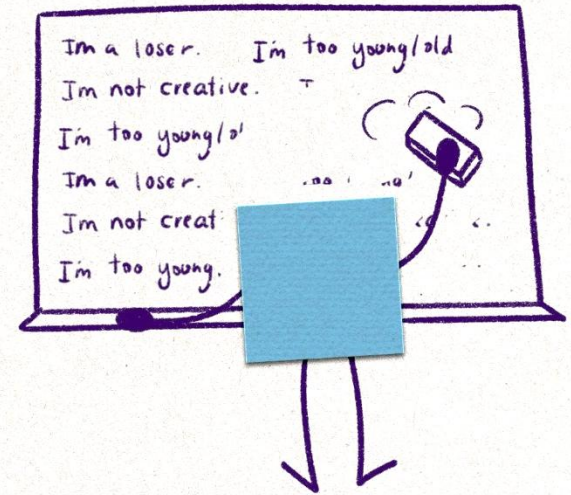
# Encouraging a Growth Mindset

“A growth mindset puts you in the driver’s seat... and empowers you to take the wheel.

We all deserve the chance to learn.”

— Susan David, based on the work of Dr. Carol Dweck

**When you’re telling yourself a story that keeps you stuck, notice it with...**



## COMPASSION

I am more than this story.

## CURIOSITY

What is this story trying to protect me from?

## COURAGE

I'm not going to let this story boss me around.



Your story doesn't dictate your next step. You do. What are you going to choose?

# Peer to Peer

- 1) Where are we feeling “stuck”?
- 2) What might help us get “unstuck”?
- 3) How are we and our partners preparing for change?







# Preparing for Partnership Transitions

- Check in with peers and partners
  - Supervisor
  - Finance, G&A, Contracting
- Document important relationships
  - Contact, roles, history, vision
  - Commitments and schedules
  - Agreements or procedures
  - Project materials
  - Communications strategy

## USFS Handover Memo



**Tool:** Forest Service Handover Memo

### Summary

The Forest Service's handover memo process enables an outgoing agency leader to share information with their replacement. The memo documents important relationships and collaborative work.

### Keys to Success

Written documentation of collaborative efforts and key community relationships, consistent use of the handover memo tool by

### Handover Memo Eases FS Staff Transitions

The challenge of rotating Forest Service line officers is a well-known barrier to community and forest-level collaboration. It takes time to develop good relationships, and when a key agency contact is transferred, a collaborative effort can stall out while community members establish rapport with the new person.

In 2006, (former) Chief Dale Bosworth issued a directive to Forest Service employees to use a leadership transition process when leaving their post. Specifically, he asked those in key leadership positions-- Forest Supervisors, District Rangers, Research Program Leaders, State and Private Forestry field representatives, and Staff Directors at national and regional levels who work extensively with partner and cooperator networks-- to prepare a handover memo for the incoming employee.

In the handover memo, the outgoing agency leader provides information critical for the new person to be successful in doing



USDA FS

*Listening Tours with Partners and Peers*



# Additional Resources

- Homework: *Working Through Change Self-Reflection*
- Handover memo
- *Transforming through Crisis: Building Tomorrow's Organization Today*, by Carina Cortese
- *Coaching People Through the Change Curve*, by Brad Gentry



**Transforming through crisis: Building tomorrow's organizations, today**

Carina Cortese Apr 7, 2020 · 10 min read

1 NAME THE MOMENT  
2 GROUND YOURSELF IN PURPOSE  
3 FOCUS ON YOUR STRENGTHS  
4 CAST SEVERAL PATHS FORWARD  
5 MAKE MOVES

NARRATIVE & COMMUNICATION

SYSTEMS & STRUCTURES

RITUALS & HABITS: WE WORKING

SKILLS & TOOLS

MAKE MOVES

Article  
**Coaching people through the Change Curve**  
Contributor: Brad Gentry, Licensed Practitioner and LP Mentor

insights

The Change Curve is a popular and powerful model used to understand the stages of personal transition and organisational change. It helps you predict how people will react to change, so that you can help them make their own personal transitions, and make sure that they have the help and support they need.

Personality underpins how people will respond to change. So, understanding the differences in personalities allows leaders, managers and coaches to predict how different personality types are likely to respond to a situation or change, and then to deploy the correct leadership style or coaching style in order to smooth the transition from resistance to acceptance. This approach works equally well for individuals, teams, and organisations.

The fact is that organisations don't just change because of new systems, processes or new organisation structures. They change because the people within the organisation adapt and change too. Only when the people within it have made their own personal transitions can an organisation truly reap the benefits of change.

Personality and response to change