[Transcript] Everything DiSC® Worksmart: Navigating Change

Hello Julie Chance with Action-Strategies-By-Design. In this video for Everything DiSC, Catalyst Facilitators and Users, we're going to preview the latest module from Everything DiSC, Worksmart for Managers. And just as a reminder, Work Smart for Managers is a series of five modules that three of them have been released previously. One was just released, and that is Navigating Change. That's the one that we'll take a look at today.

Worksmart is an add-on to the Everything DiSC workplace profile so learners and participants don't have to take another assessment. They don't have to answer any additional questions. Once the content for Work Smart is unlocked, they will login to Catalyst, and will the see “Discover Work Smart” tile on the homepage. Click on that tile, and we come to the Worksmart page.

There's an action planning tool. Managers can come back over and over again and create new action plans or review previous action plans. It's really designed to be a tool that managers use on an ongoing basis. The three modules that were released previously were giving constructive feedback, managing conflict, and empowering your team. And I think I've done previews of all three of those previously. So you might want to check out our YouTube channel and you can dig into those in a little bit more detail. The one that's still left to be released, and it'll be released very soon, maybe even by the time you're watching this video, is motivating your team.

The one that we're going to take a look at today is helping your team navigate change. We'll click on there, and it has an introductory page with the objectives and outcomes. All the modules are laid out very similar, so you will see this in all of the modules. There's always a DiSC Overview refresher in case it's been a while since the participants have taken DiSC just to reorient everybody and get everybody on the same level and playing field regarding DiSC.

Then it goes into a question asking participants to think about a disruptive change and to think of a specific one, because we'll use it a little bit later in this session. There are some categories to jog their memory. Next participants breakout into discussion groups, whether live or virtual, breakout rooms or breakout groups, and have a discussion around what made the change disruptive.

Following the discussion there's a discussion or an introduction to the change curve. The horizontal axis is time, and the vertical axis is morale. I would also add productivity to that because as morale falls, productivity falls as well. There are three phases that people go through during change. There's a disorientation where people are confused, they're frustrated, they might be anxious or insecure, and maybe even a little sad. There's the reorientation phase where people are willing to engage in problem solving. They'll explore maybe what the benefits might be and how they can best implement the change. And then they actually move towards acceptance and eventually to the new normal.

During the disorientation phase, morale and productivity drops. During the reorientation phase, it begins to rise again, and then we end up at the new normal. It really is about the same level as what there was before the change. We ask participants to think about someone that helped them during the change that they thought of previously, and especially during the low points. What did they do that helped? There's really no way to stop people from going through these phases of change, becoming disoriented, especially if it's a disruptive change that they didn't want or that they didn't initiate.

It's natural. This is going to happen. So what the goal is, is the goal is really to shorten the period of time between disorientation and the new normal, and make the depth of the curve less so that the morale and productivity dips lower for a shorter period of time. And the way that we is by meeting people's needs during these phases. The challenge is, of course, that people have different needs. In part, the needs that people have during change, it's not 100% of what leads to differing needs during change, but it's a big piece of it, is DiSC style.

There's a review of the needs of each style during change. For example, somebody with the D style needs control and agency. Somebody with the I style is looking for connection and optimism. That person with the S style really needs to and they need some support to get through the change. While somebody with the C style needs information, they need the details, and they need to understand both, especially the why. Why is this Is change being done?

The next step after people understand that different styles have different needs during change, and a little bit about what those needs are, there's some individualized content specific to the person, the learner. This is my profile that you're looking at. I have a D style. It talks about my need for control and agency, talks a little bit about what the disorientation phase might be like and what I may need to move into and through reorientation. And then there's a discussion.

We put people in breakout groups again, and there's a short discussion that they talk about what they read in the description, what resonated with them, what they might do to make sure that their own needs are being met during change. Because if we aren't meeting our own needs, if we're at the bottom of the disorientation cycle ourselves, it's really hard to help other people navigate and move through that cycle. And then we talk about not being able to avoid this cycle, but that we can impact how long the cycle is and how deep that curve goes. That's what the goal of this module is, is to help managers and leaders understand how to do that.

Finally, we ask participants to make a plan for helping their team members or really anybody. The Worksmart modules are designed or managers, however, really would work with peers or colleagues or really anybody. If the person that they want to make the plan for is in Catalyst, they can just enter their name. If they're not in Catalyst, they can guess someone's style. And to protect the innocent or perhaps the guilty, we're going to use the guess someone's style here rather than actually pulling somebody's profile up.

I'm going to say my colleague is cautious and reflective and accepting and warm. I submit that, and it says they likely have an S style. I picked the S style because that's opposite from the D on the map, and we might have some interesting things here. The second step is to begin to understand our colleague and how they react to change and some of the things that they need in change. My colleague might hide their stress. They really need stability. They want to live up to expectations. And my colleague needs more time to adjust than I do.

Any one of these can be dropped down to get a little bit more information to learn a little bit more detail about that need. And once we've taken a few minutes to read through that, we go to the third step, which is choosing two tactics that would be helpful. I'm going to choose two in disorientation because I want to move the person through disorientation. And I can come back and do the reorientation ones at another point.

Let's see here. I'm going to reassure them that their response is normal and build in time for dialog because as someone with a D-style. I'm not very good at doing that unless I really take some time to think about it and plan for that. The information is here with the tactics they chose and a little bit of specifics in terms of actions they can take. It asks them to answer three questions about the steps they'll take to apply the tactic, what results they're looking for, what the benefit of doing this could be, and then what challenges do they anticipate.

We move to step five, which asks the participant to hold themselves accountable. And then there's an opportunity to download a copy of the Change Curve model so that it can be used with the team. I really think that using the Change Curve, helping people understand that, and then helping them understand how to move through that more quickly, can really be helpful in successfully implementing change.

There's one last question. What's a specific action that the leader could take that they hadn't thought of before? And then there's some reminders for things that the managers need to do. The last step is Save and Exit.

When you click on Save and Exit, it takes you back to this primary screen. And that action plan that I just completed is saved in the Review Saved Action Plans. And again, leaders can come back to create additional action plans in the future.

If you are interested in learning more about any of the Work Smart modules or how bring everything DiSC Work Smart to your team and integrate it into your management and leadership training, please reach out. I would love to brainstorm ways that you can do that.