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2024 Bankers Summit Women in Banking Forum

Let's practice changing



1. FIND A PARTNER



**2. STAND BACK-TO-
BACK**



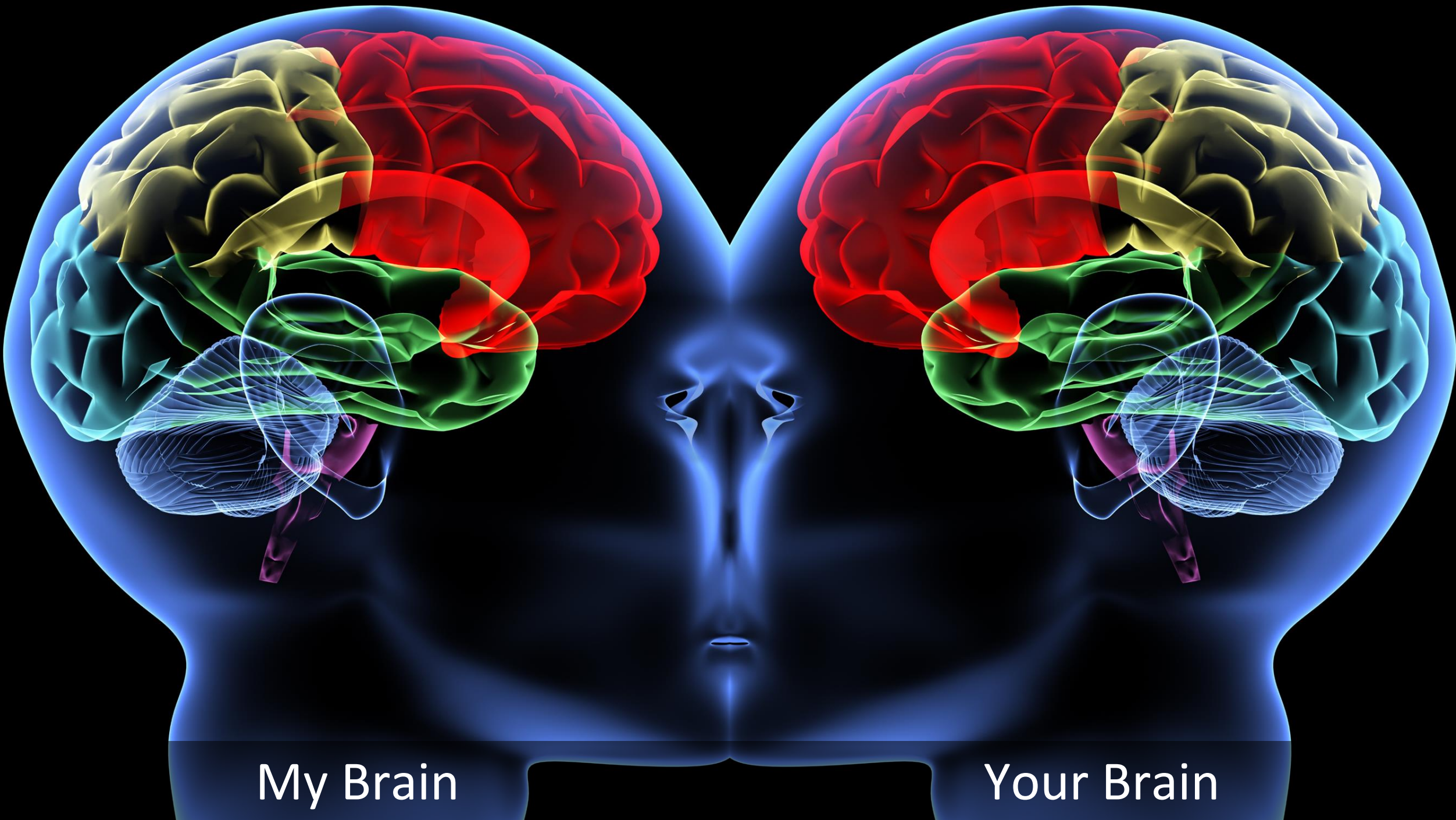
**3. CHANGE 5 THINGS
ON YOUR PERSON
THAT YOUR PARTNER
CAN SEE**



**5. DO NOT PUT
ANYTHING BACK**



**4. TURN AROUND AND
IDENTIFY THE CHANGES**



My Brain

Your Brain

CHANGE



AMYGDALA

Feelings and
Motivation

Why change is so difficult

A VERY IMPORTANT
DISTINCTION: NEUROLOGY
AND PSYCHOLOGY

Psychology



Neurology

- ✓ I want this change.
- ✓ This is going to be great for us!
- ✓ I've waited a long time for this promotion!
- ✓ My team definitely deserves this new project.
- ✓ I'm so excited about this!



- ✓ I can't believe this is happening.
- ✓ This isn't fair.
- ✓ This is not the change I wanted.
- ✓ This is never going to work out.
- ✓ This change is the exact opposite of what we should be doing.

Predictable Characteristics

The Brain:

- ✓ **Creates responses that are predictable and sequential.**
- ✓ **Distorts, deletes and generalizes new information.**
- ✓ **Makes no differentiation between good or bad changes.**
- ✓ **Makes no differentiation between externally imposed or internally driven changes.**

PRIMITIVE

1 Always First

✓ Fully formed at birth

✓ Responsible for survival

✓ Self-focused

✓ Safety

MAMMALIAN

2 Feelings and Motivation

✓ How we reason

✓ Creativity

✓ Motivation

✓ Basic problem solving

COMPLEX

3 Critical Thinking

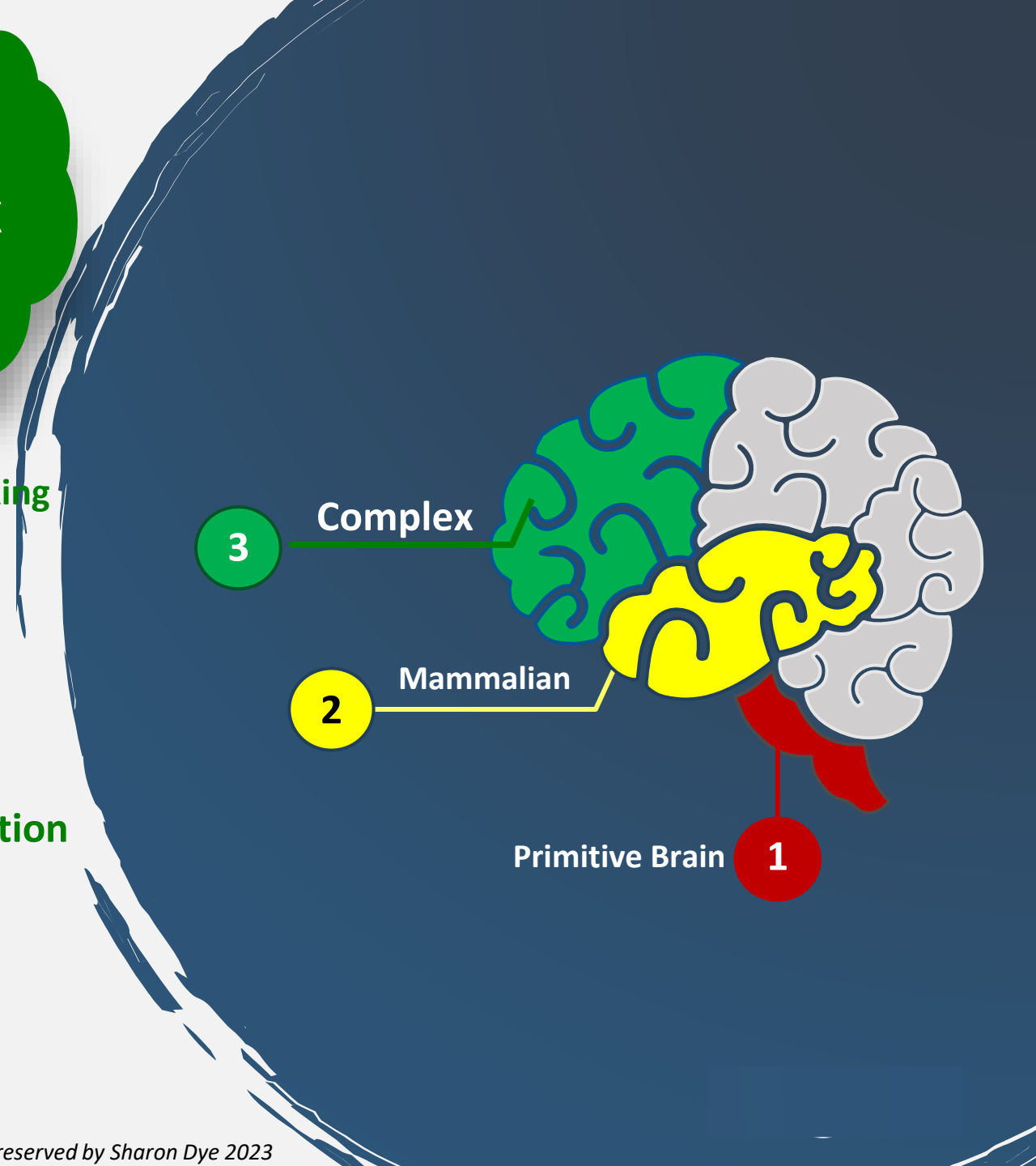
✓ Conception

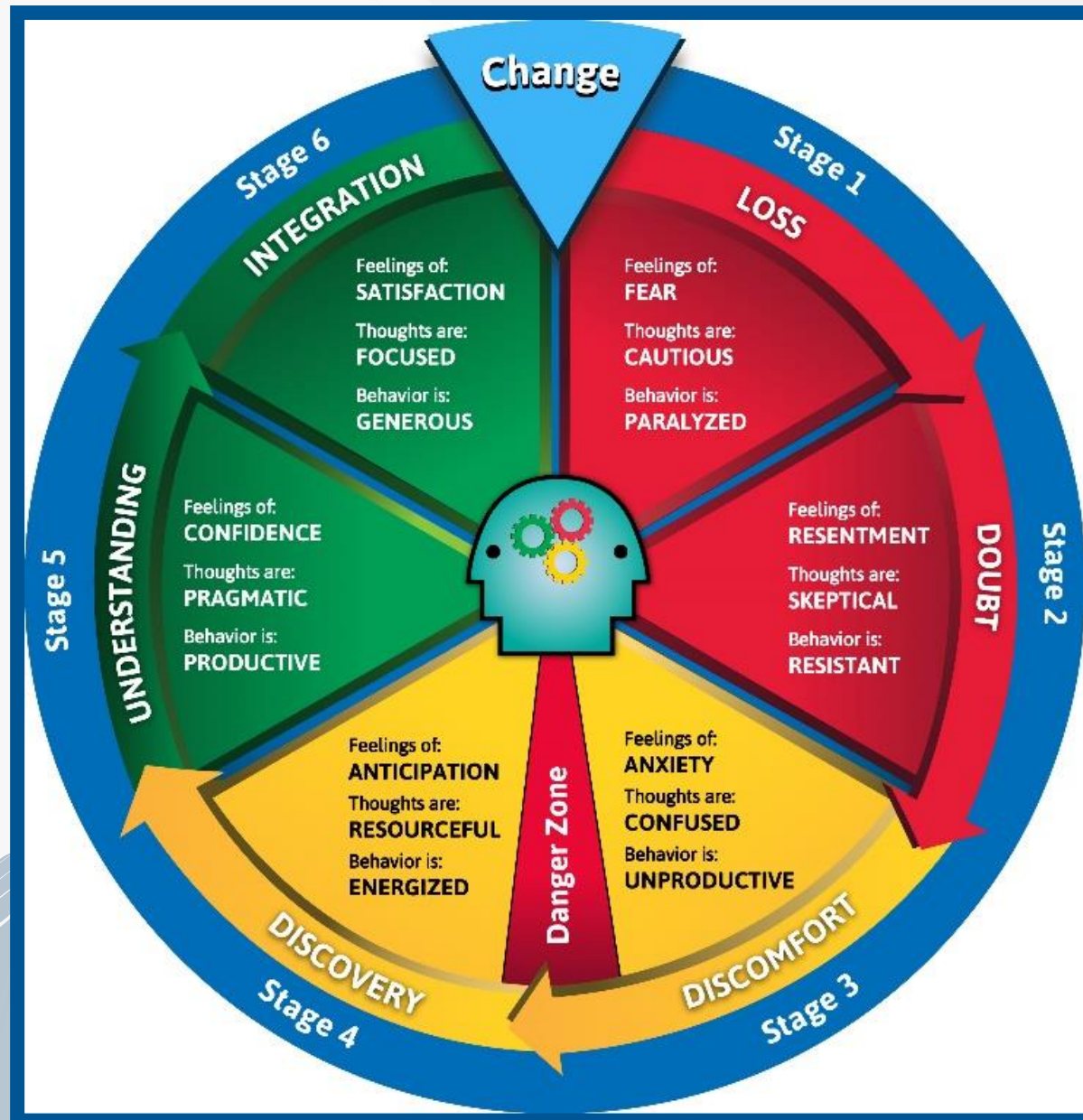
✓ Application

✓ Seeing big picture

✓ Implementation Integration

✓ Reasoning





THE RED STAGES: LOSS AND DOUBT

THE PRIMITIVE LAYER IS RESPONSIBLE
FOR OUR SURVIVAL:

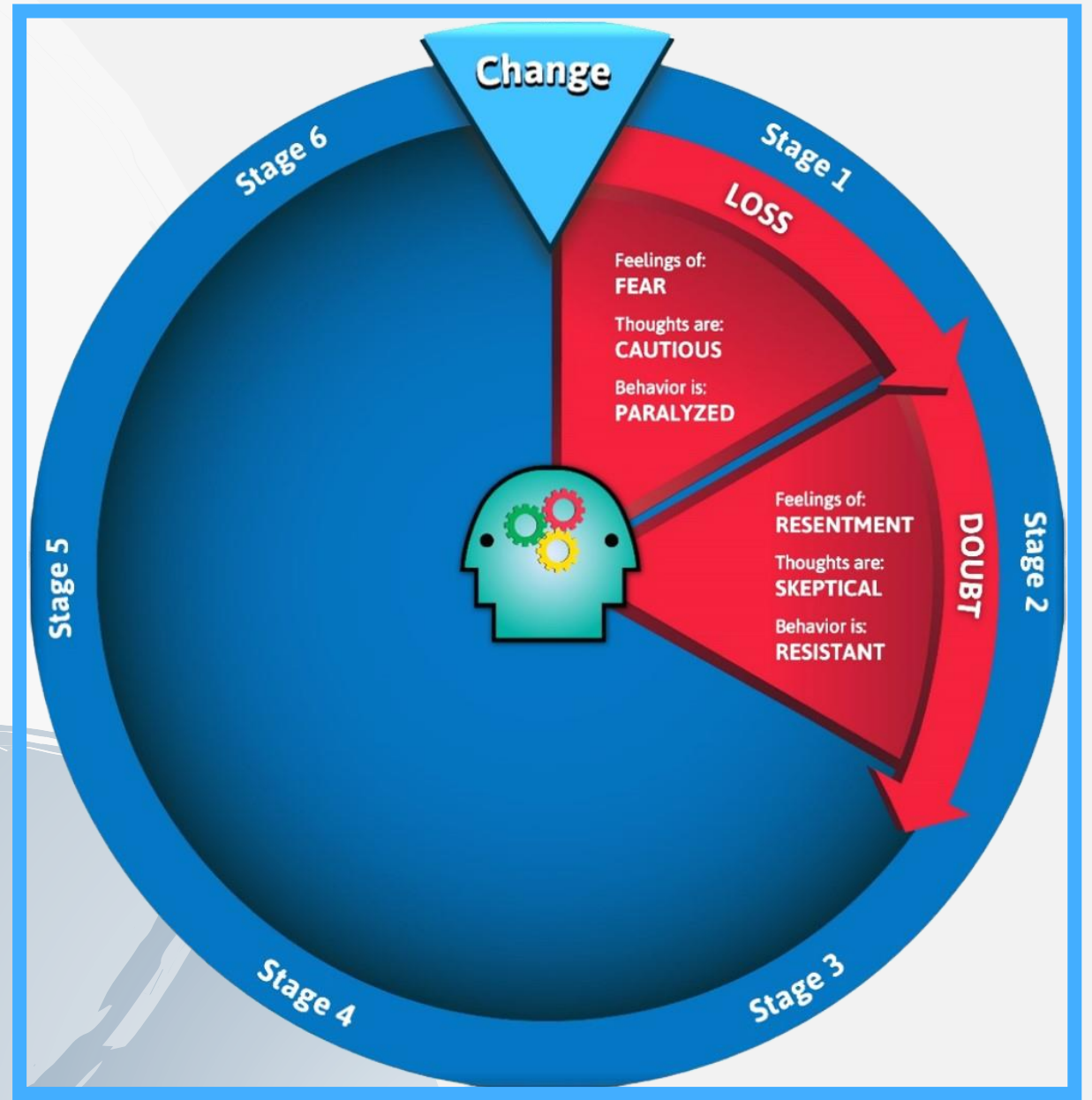
✓ Fully formed at birth

✓ Responsible for survival

✓ Self-focused

✓ Safety

✓ Basic survival needs



STAGE 1: ASK YOURSELF / ASK OTHERS



✓ What's the worst than can happen?

✓ Can I live with that? Do I want to?

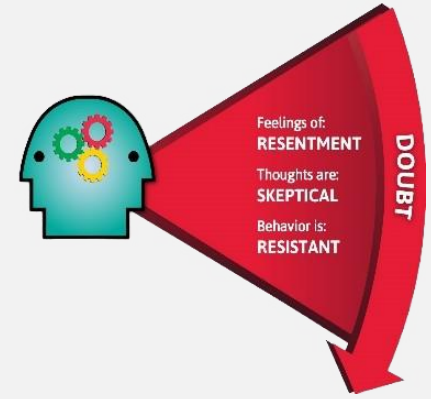
✓ What's most likely to happen?

✓ Can I handle that?

✓ What are *my* specific concerns?



STAGE 2: *ASK YOURSELF / ASK OTHERS*

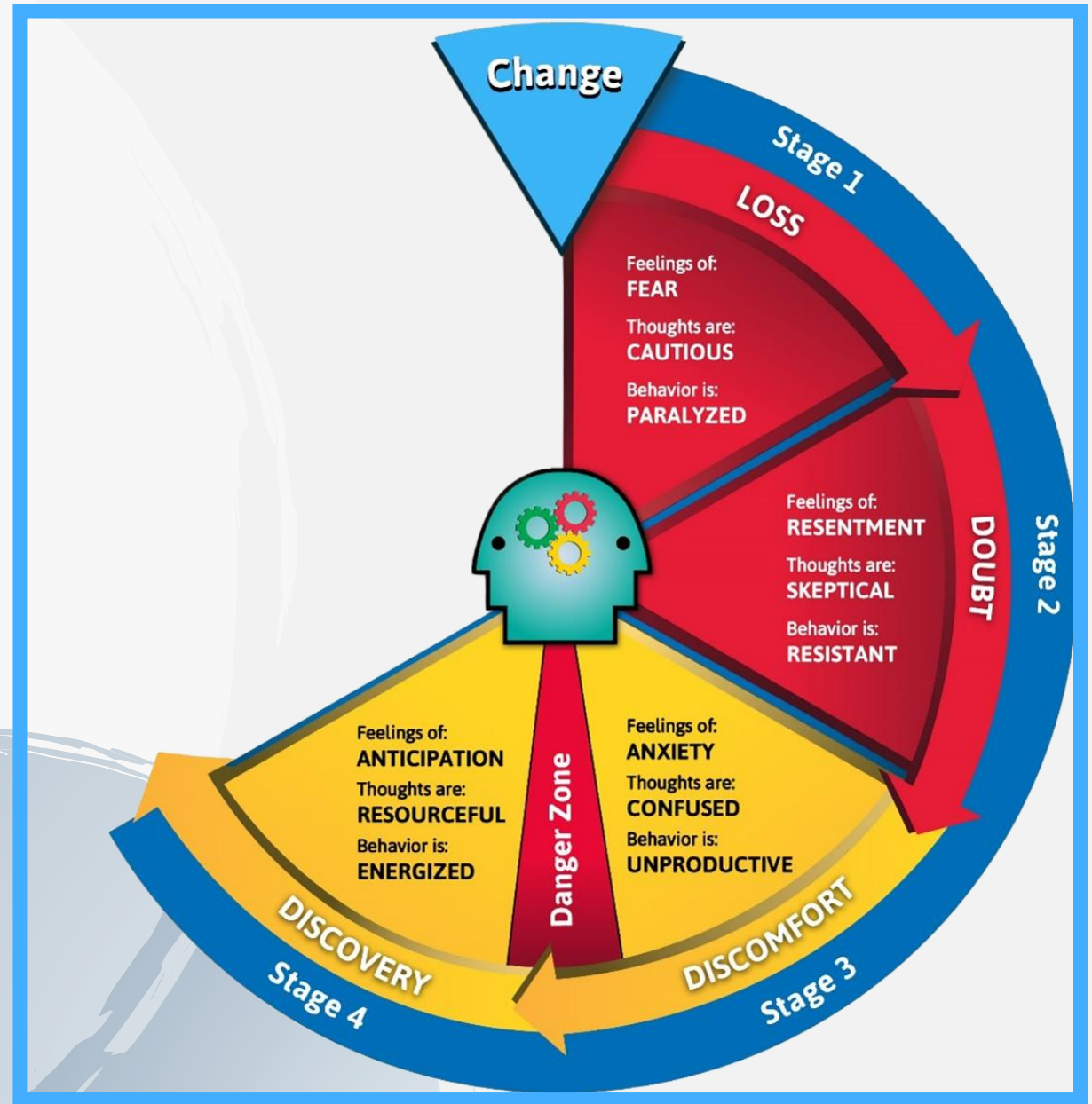


- ✓ What specific facts do I know now?
- ✓ When and how am I going to get more?
- ✓ What is the truth -- the reality I must accept?
- ✓ What would I tell someone in my shoes do?

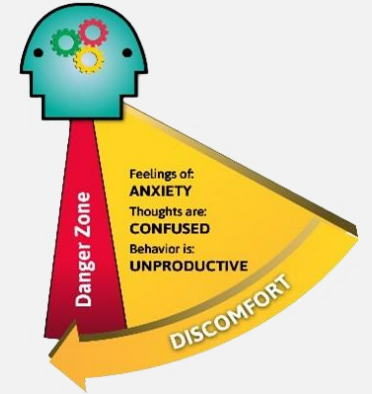
THE YELLOW STAGES: DISCOMFORT AND DISCOVERY

THE MAMMALIAN LAYER IS RESPONSIBLE FOR:

- ✓ How we reason
- ✓ Creativity
- ✓ Motivation
- ✓ Basic problem solving



STAGE 3: *ASK YOURSELF / ASK OTHERS*

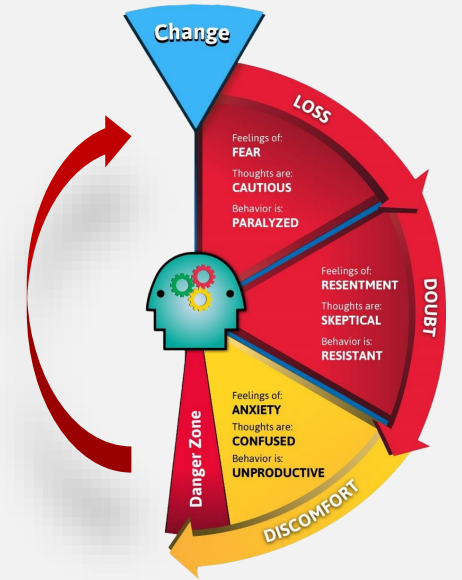


- ✓ What specific steps can I take now to start moving in the right direction?
- ✓ Who can help me?
- ✓ Take a break!

DANGER ZONE: *BEST TO AVOID*

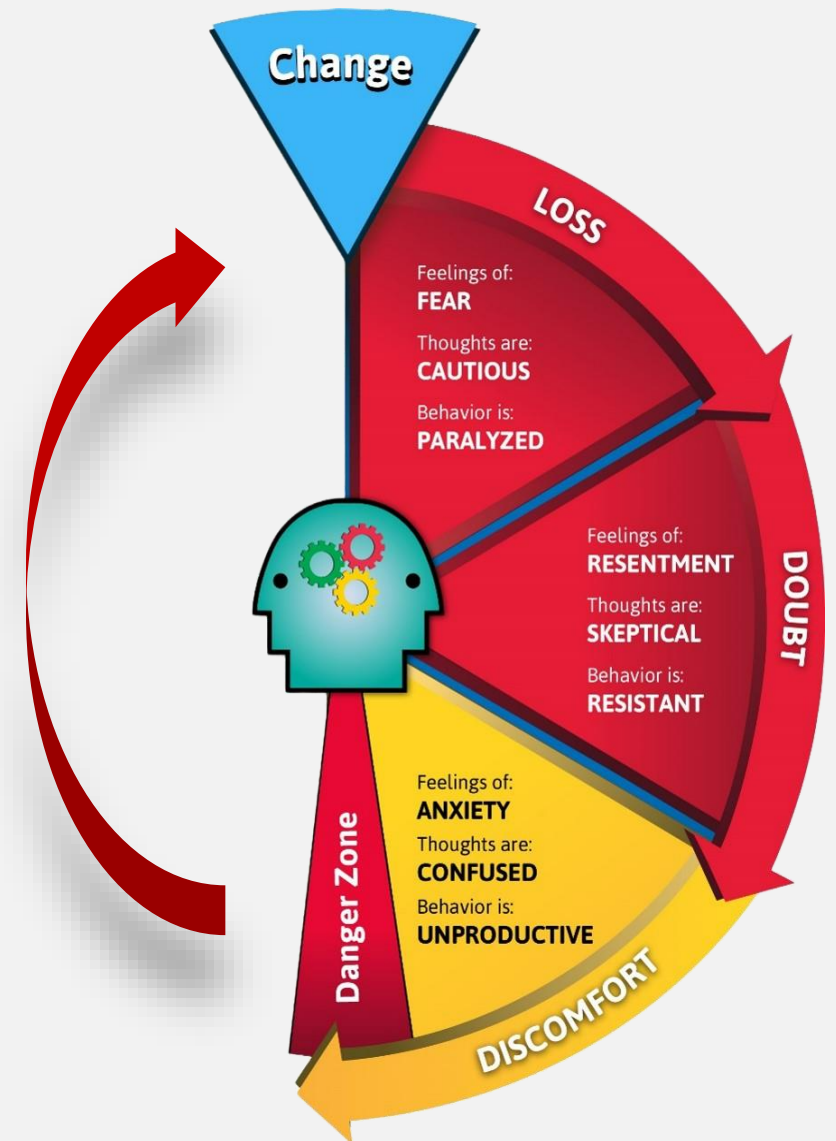
The 4 dangers in the Danger Zone include:

- ✓ Danger 1: The overwhelming urge to give up.
- ✓ Danger 2: Picturing yourself as useless.
- ✓ Danger 3: Believing you can cover up the pain.
- ✓ Danger 4: Believing you are working hard for nothing.



THE DANGER ZONE: *HOW TO AVOID*

- ✓ Take a break
- ✓ Increasing physical activity
- ✓ Laughter
- ✓ Sleep
- ✓ Finding a "Change Partner"!



**"If you are going through hell –
Keep Going!"**

Winston Churchill

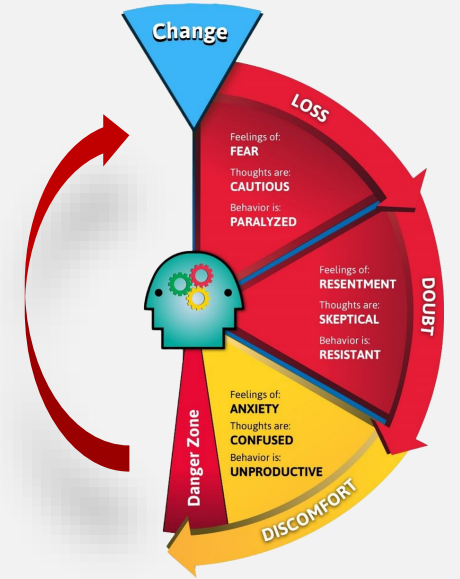
DANGER ZONE: ASK YOURSELF / ASK OTHERS



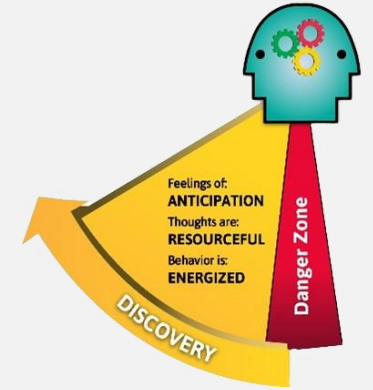
✓ Have you taken a break?

✓ Do you have someone to confide in?

✓ What would I tell someone in my shoes do?



STAGE 4: *ASK YOURSELF / ASK OTHERS*

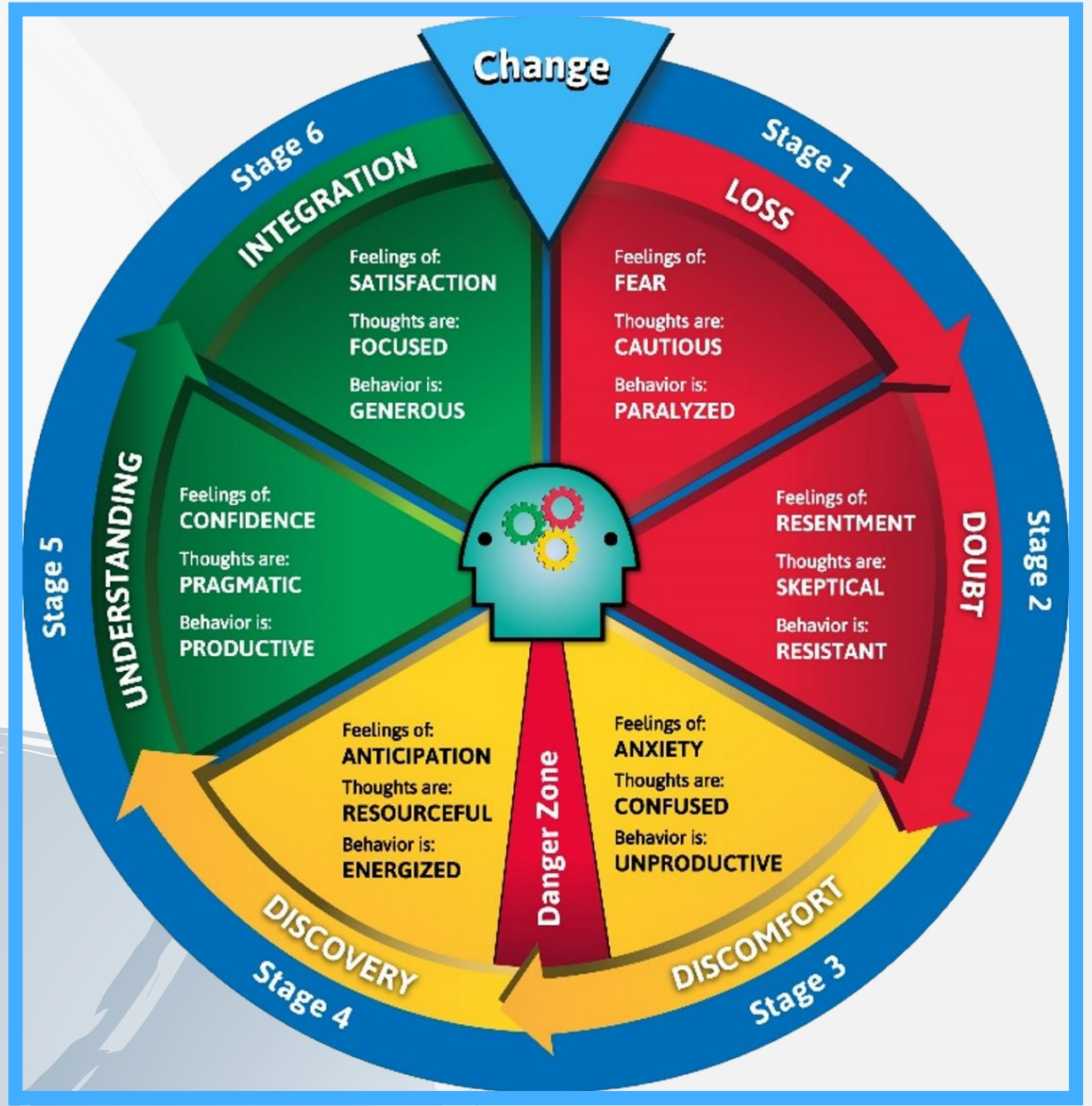


- ✓ What are my 3 next best steps?
- ✓ What will happen if I take them?
- ✓ What will happen if I don't take them?
- ✓ How will I decide which actions to take?

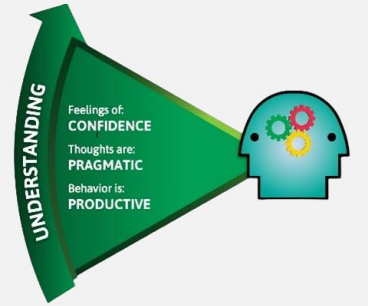
THE GREEN ZONES: UNDERSTANDING and INTEGRATION

THE COMPLEX LAYER IS RESPONSIBLE FOR:

- ✓ Conception
- ✓ Application
- ✓ Seeing big picture
- ✓ Implementation / Integration
- ✓ Reasoning



STAGE 5: ASK YOURSELF / ASK OTHERS



✓ WIIFM? Only you can decide.

✓ Do I stay or do I go now?

STAGE 6: *ASK YOURSELF / ASK OTHERS*



- ✓ Who can I help?
- ✓ Who do I thank?
- ✓ Let's review to prepare

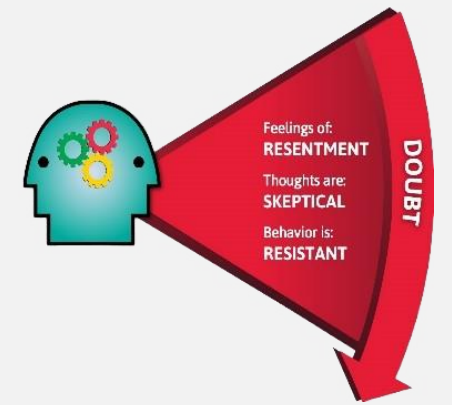


STAGE 1: LOSS



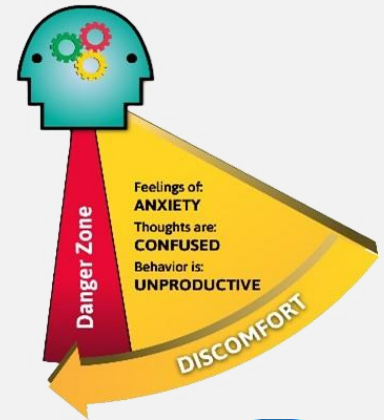
Primary Experience:	Loss	Unconscious. EVERY change represents a loss.
Dominant Emotion:	Fear	May not deserve to be called 'fear' can show as worry, concern or angst
Major Focus:	Self-protection	Appropriate response at this stage.
Stage Objective:	Creating personal safety	Very individual as to what that is
Motivated by:	Pain or security needs	When making a decision, or taking action, are you more motivated by pain or security needs?
Overuses:	Paranoia	References to the ambiguous 'They'
Challenge:	Avoid a 'victim' mentality	An event is happening. It is not happening "to me"
Opportunity:	Learn to channel fear into appropriate action	Fear is hard-wired in us for protection – it is supposed to get our immediate attention.

STAGE 2: DOUBT



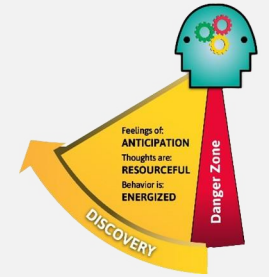
Primary Experience:	Doubt	Skepticism is natural and needs to be encouraged.
Dominant Emotion:	Anger	Anger is a healthy and useful emotion when properly expressed. And the flip side can range from immature to criminal...
Major Focus:	Ego strength; being right	Holding on to the old way, disregarding the facts, ignoring reality.
Stage Objective:	Gather accurate and valid info	Determine what is the criteria to make info valid or who makes it valid.
Motivated by:	Opinions or facts	Be careful not to buy into what you want to believe.
Overuses:	Blaming self and others	There's no winning in the blame game.
Challenge:	Manage anger, both passive and aggressive	Tricky. Know your boundaries.
Opportunity:	Getting from doubt to reality	Valid and accurate information.

STAGE 3: DISCOMFORT



Primary Experience:	Discomfort	I've taken in a lot of information.
Dominant Emotion:	Frustration	Frustration tends to cause avoidance.
Major Focus:	The "problem"	We can compare Stage 3 to a jigsaw puzzle with some of the pieces missing. All we tend to see are the holes, the missing pieces.
Stage Objective:	Self-motivation	Whether it's impressive like 'it's the right choice' or ice cream rewards, whatever works!
Motivated by:	Frustration or possibility	When you can say, <i>"Anything would be better than this."</i> Or <i>"I'm sick and tired of this."</i> And you take the action – That's motivation!
Overuses:	Being overwhelmed	If I don't take a break – I get overwhelmed.
Challenge:	Keeping anxiety from becoming fear, depression or despair	Watch for signs of emotional struggles
Opportunity:	Learn to take small, breakthrough steps	While in the midst of chaos, frustration, being overwhelmed, take a small next step.

STAGE 4: DISCOVERY - *Decide and Take Your Best Step*



Primary Experience:	Discovery	I've assimilated the information and I'm ready to take action.
Dominant Emotion:	Hope	Anticipation. Optimism.
Major Focus:	Solution Finding	In the 1 st three stages everything seemed like a problem. Now, you are focused on solutions.
Stage Objective:	Making Decisions	Making a decision doesn't change anything. Acting on your decision does!
Motivated by:	Frustration or multiple choices	It feels better here, but it can be frustration trying to decide what to do.
Overuses:	Enthusiasm	Can be a mask used to hide inability or unwillingness to decide or take action.
Challenge:	Choosing and acting on options	ACT! Action Changes Things!
Opportunity:	Update your decision-making strategy	How do you decide?



STAGE 5: Understanding - Making Sense of What Was and What Is



Primary Experience:	Understanding	Apply and implement.
Dominant Emotion:	Determination	Your sense of competency returns
Major Focus:	Accomplishment	For all the productivity lost in Stages 1, 2 and 3, Stage 5 makes up for it and more.
Stage Objective:	Knowing the benefits	Very individual as to what that is.
Motivated by:	Features or benefits	Features are generally externally driven and short-term gains, versus the Benefits, which are internally driven and the sustaining long-term aspects of the change.
Overuses:	Pride	I got here all on my own.
Challenge:	Complete The Change Cycle™	You still have a short way to go – Stage 6 matters.
Opportunity:	Acknowledge assistance and support from others	Gratitude for all the help along the way – the good – advice, feedback, ideas and -- the bad – crazy deadlines that made you get started, people who aggravated you into taking action.

STAGE 6: INTEGRATION



Primary Experience:	Integration	It's always been this way.
Dominant Emotion:	Empathy	You have insight into the ramifications, consequences, and rewards of the change for yourself and others
Major Focus:	Expanding knowledge	Review how the implementation of the change went. How did I do? Who can I help?
Stage Objective:	Flexibility	Learn as a skill, respect as a value.
Motivated by:	Recognition or ego	Beware!
Overuses:	Arrogance	Avoid ego
Challenge:	Avoid becoming complacent	The next round of change is closer than you think!
Opportunity:	Successfully make 'change' a life skill	You can clearly assess past changes and have the skills to move through changes of all shapes, sizes and intensities.

