Managing The Roller Coaster:
Change in Your Specialized Docket
Christine Raffaele, Esq., C.C.M.

Learning Objectives

• Identify the benefits of change and describe the positive effects of change in a specialized docket.
• Describe and apply managing organizational change models:
  • Team Change Communication Models:
    o Roller Coaster of Change
    o Diffusion of Innovation
  • SCARF
  • The Iceberg
• Utilize and implement systems change models within their own organizations in order to move their missions forward including the ability to process a specific change.
# Change: What Does It Mean to You?

## Positive Change
- Improved performance
- Better Outcomes
- Fresh approaches
- New faces
- Increased opportunity
- Updated Policies and Procedures
- Innovation

## Negative Change
- Fear
- Resistance
- Increased costs
- Funding
- Resources-doing more with less
- Training
- Political Fallout
Roller Coaster of Change

Energy Level
High
- excitement
- anticipation

The Change is Announced
- shock
- mourning
- flight
- flight
- disorientation
- remembering the good old days
- turmoil
- rage
- anxiety
- guilt
- depression
- feelings of loss
- the need to let go
- detachment
- distancing from others
- decision to “stick with it”
- (or leave)

Low

Present

Time

Future
Diffusion of Innovation Theory

SCARF Model of Social Threats and Rewards

Ed Batista, Executive Coaching ©Blooming on the Prairie, LLC
Systems Thinking Iceberg

<table>
<thead>
<tr>
<th>Events</th>
<th>React</th>
<th>What just happened?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patterns/Trends</td>
<td>Anticipate</td>
<td>What's been happening? Have we been here or some place similar before?</td>
</tr>
<tr>
<td>Systemic Structures</td>
<td>Design</td>
<td>What are the forces at play contributing to these patterns?</td>
</tr>
<tr>
<td>Mental Models</td>
<td>Transform</td>
<td>What about our thinking allows this situation to persist?</td>
</tr>
</tbody>
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© 2010 Peter Senge The Necessary Revolution

Amy Kay Watson, Career Leadership Alignment

Worksheet
Questions

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Managing the Roller Coaster: Change in Your Specialized Docket.

Individuals who go through an organizational change:

Roller Coaster of Change

Credit: Alban Institute, Duke Divinity School

Diffusion of Innovation Theory:
Credit: SPH-Boston University

SCARF Model of Social Threats and Rewards

© David Rock

Credit: Ed Batista, Executive Coaching

Iceberg Model:
Credit: Amy Kay Watson, Career Leadership Alignment
Key Questions for Team Change:

1. Purpose for the Change (Increase capacity, improve services, improve outcomes). Define each one. For each change or innovation go through this process.

2. Is the team ready for this change? (Diffusion of Innovation)

2. Who is on board with this change? (Diffusion of Innovation)
3. Who will resist the change? (Diffusion of Innovation)

4. Steps to prepare the team for the change?

   a. Are members pulling away from the change or leaning into the change-SCARF

   b. What are the mental models that will prevent the change? (Iceberg)

   c. Take temperature of the team going through the change-people will hit roller coaster at different times.
Resources:

**Roller Coaster of Change**

**Diffusion of Innovation**
Simon Sinek, Diffusion of Innovation, [https://www.youtube.com/watch?v=VVXuN2drSp](https://www.youtube.com/watch?v=VVXuN2drSp)

Boston University School of Public Health, Behavioral Change Models, Diffusion of Innovation


**SCARF**
[https://davidrock.net/](https://davidrock.net/)
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Rock, Managing with the Brain in Mind, Strategy + Business, Issue 56, Autumn, 2009 (reprint),

David Rock The Neuroscience of Engagement: Deeper Science of Learning, Engagement and Peak Performance, Human Capital Institute

**Systems Thinking**
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Kim, Introduction to Systems Thinking, Pegasus Communications, Inc., 1999,

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