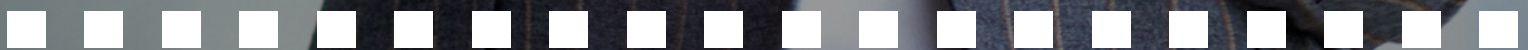# CREATING A MINDSET

FOR CHANGE

eLeaP WHITEPAPER Sourced by MasteryTCN

A CHANGE-ADAPTIVE ORGANIZATIONAL CULTURE

"This is the way we've always done it here." These are quite likely the nine most dangerous words in business according to Forbes Contributor Victor Lipman.[1]

This is because in today's business climate, there's a thin line between relevance and irrelevance, plus remaining stagnant by refusing to shift the status quo can often result in trailing behind competitors, a dwindling customer base and poor alignment between market direction and internal objectives.[2]

To tackle potential obstacles, senior executives are urged to have a strong understanding of the human aspects of change management — the alignment of the company's culture, values, people, and behaviors — to achieve desired outcomes.[3] If this is not done, leadership teams run the risk of having their well-intentioned plans failing, or worse yet, failing to launch.

A negligible return on an investment in change management may often be attributed to the following causal factors: 1) a lack of employee engagement, 2) a disconnect between leadership objectives and employee involvement and 3) a faltering business system.[4]

Beginning briefly with the first factor, an Employee Engagement Report revealed that a mere 31 % of staff members felt engaged in their company.[6] This is noteworthy

because engaged employees have been shown to be vital in implementing outlined business strategies and are critical components of the change management process. In terms of solidifying buy-in from employees, effective leadership is invaluable, as connective behaviors on the part of organizational leaders encourages interdependent behaviors from employees[6]—as a result, the intended change program is more likely to succeed. This fact is backed by recent research, which shows that organizational leaders play the most significant role in effectively implementing change in organizations.[5]

For an organizational change effort to succeed, leaders must understand motivation, context, receptivity, sequencing, and pace.[6]

Leaders must know what gets people to change their behaviors.[7] When this is acknowledged, then the task of changing the mindsets of employees in order to yield new, desired behaviors can commence. This is a worthwhile undertaking because a positive mindset has the potential to not only change employee behaviors and actions, but also performance.[8]

This is what subject matter expert, Laura Goodrich, aims to establish in her groundbreaking book, "Seeing Red Cars — Driving Yourself, Your Team, and Your Organization to a Positive Future."

Through practical and evidentiary guidance, she endeavors to transform and build corporate systems in which individuals are leveraging their passions and strengths to determine and achieve more of what they do want instead of what they don't. In so doing, and by shifting mindsets in this manner, the mindset spreads and hits critical mass, thus becoming part of an organization's core engine, driving growth, innovation, and bottom-line results. [9]

<p style="color:red">Plainly put, by having a positive attitude and taking action towards wants and desires, there's an inherent motivation to move the needle in a progressive direction—both personally and for the organization.</p>

Goodrich's "Seeing Red Cars" sets the stage for the Creating a Mindset for Change online program, the subject of this paper, which leverages coaching, storytelling and peer-to-peer learning (among other tools) to enable individuals, teams and organizations to engender positive and lasting change. The program is predicated on several key concepts:

BUILDING BLOCKS
Neuroscience

An unlikely discipline—neuroscience— is transforming the way in which human behavior in the workplace is envisioned, and emerging research is finding increased relevance in the realm of change management. The research suggests we abandon past negative behaviors and thoughts and focus on creating new behaviors. These thoughts and behaviors shape dominant pathways in the brain.[10] Recent studies in neuroscience show that the brain is far more flexible than previously acknowledged. In what's been termed plasticity, a breakthrough concept of brain "rewiring"[11] It's been found that the capability to alter ingrained bad habits, augment how a situation is framed, add new approaches, or cure phobias is possible.[14] So, if the mind focuses on negative thoughts and experiences, for example, then the brain will be shaped accordingly. On the other hand, if the mind is focused on positive events and conditions, then the brain follows suit by hardwiring desired characteristics, including strength, resilience, a positive mood and a realistically optimistic outlook. All told, these attributes can all be applied to how the brain perceives, and ultimately, responds to change.

Fear-based thinking

We can forge deep neuropathways in our brains that yield positive outcomes which prioritize those "I want" statements rather than their undesirable "I don't want" counterparts. In this way, fear-based thinking or an unconscious focus on fear is diminished.

This is signicant, as research shows 70% of our thoughts are consumed by fear.[12]

As Goodrich explains, this fear is a function of social conditioning—which we experienced during our formative years and refections on negative experiences— which find us aiming to avoid circumstances that may lead us to similar situations. However, as supported by Goodrich, we can rise above these challenges by proactively tackling these fears upfront.

Spaced learning approach and repetition

The Spaced Learning Approach is a method that focuses on spacing repetitions - a few or many - of learning points over time.[13]

While some institutions hold on to the antiquated notion that longer learning sessions increase knowledge, the benefits of spaced learning is dispelling these ideas. In fact, it's been shown that we learn better when our brain cells are given periods of rest between short learning sessions. This rest period between learning is critical, as it is central to long-term memory formation owing to the opportunity for the learner to internalize newly introduced concepts.[14]

In a nod back to neuroscience principles: Spaced learning gives the brain time to embed information using neurons, while the repetition aspect ensures this information is stored in long-term memory.[15]

The research of Paul Kelley, an Honorary Research Associate at Oxford University, demonstrates the potential of this technique. Along with his partners, Kelley studied 600 business students who were divided into three groups with distinct learning formats: lecture-based, self-directed and spaced learning.

Results showed the spaced learning group recalled 20% more than the students in the lecture-based group and 23% more than those in the self-learning category.

The Creating a Mindset for Change online program presents materials in short modules, while directing users to take 1 to 2 weeks between courses for the real world application of learned behavioral principles.

Reflective thinking

Similarly, the opportunity to reflect on what has been learned—and the response triggered—is integral. Learners are engaged, as they assess what they know, what remains to be learned and how to bridge that gap. Reflective thinking is an important facet of learning because it allows for the application of gained knowledge toward complex or routine situations that shape our day-to-day lives.

Subsequently, individuals can gain higher-order thinking skills, which encourage them to relate new knowledge to prior understanding, think in both abstract and conceptual terms, and apply specific strategies to new tasks, while reflecting on their intrinsic thinking and learning strategies.

In all, refection is a crucial part of learning and taking the time to keep track of progress during the process, while making the necessary adjustments and improvements along the way is key. The Creating a Mindset for Change program optimizes these concepts to direct and encourage organizations as they shape their vision for change management. By blocking out the "noise" and frustrations that threaten to sideline these enterprises from these goals, instead promoting a positive mindset, this program is able to forge an ongoing pathway toward outlined wants and desires with the promise of tangible rewards.[17]

MOLDING THE MIND

As mentioned, Goodrich's "Seeing Red Cars" builds the foundation for the program. Divided into six-parts, or courses, the program aims to help viewers generate a mindset for change and innovation.

Each module builds on the previous, and allows for a time period of refection and real- world application of concepts, termed "Mindtriggers," before moving on to the next course in the series. Each of the Mindtriggers is composed of an introductory section, learning outcomes, and questions for self-reflection. This differs from traditional training content, which typically follow a template that includes the presentation of educational material followed by a test or quiz of some sort; as a result, opportunities for reflection and application with such programs are often lacking.

Instead, this program shows learners how to modify their thinking using neuroscience principles that "rewire" the brain to create thoughts, actions, and behaviors that align with desired outcomes; thus, taking advantage of the brain's plasticity. Furthermore, while most other instructional courses merely present the end goal without helping learners achieve the right mindset to meet those objectives, this program elucidates the necessary steps to reprogram the brain.

The program is designed for members of all levels; however, it is intended for organizational leaders to first complete followed by dissemination to their team members. Essentially, the anticipated result is a permeation of learned principles to the organizational culture.

ROAD TO SUCCESS

It's no secret that change in an organization can often create a number of difficulties, both externally and internally. The latter is especially salient, because employees play a key role in shaping the success or failure of change management. There can be wide-reaching consequences when employees respond negatively to change. As such, it is best to tackle the issue at its root: the negative perceptions and thoughts of impending change.

With her book, "Seeing Red Cars," Goodrich helps individuals shift these negative views by guiding them in focusing what they want out of the process rather than what they don't.

Similarly, the program dictates that by having a positive attitude and taking action, individuals will be motivated to move in the right direction for themselves and for their organization. In a time when business leaders are recognizing the need to align their workplaces with the rapidly changing corporate landscape to focus on effectiveness, efficiency, agility, innovation, and community, Creating a Mindset for Change is the perfect roadmap to guide them on that journey.

As a leading provider of training solutions geared at empowering employees for workplace success, The program is a wonderful addition to the large compendium of learning courses offered by eLeaP. Courses offered on our video-based platform run the gamut from Safety and Health training, Communication principles, Career Development, Teamwork building and Emergency Preparedness, to name a very few. With a comprehensive catalog of training courses, there's no doubt we can meet any and every one of your organizational needs.

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