2017

Managers on the Move
Making the Most of Mobility

european school of administration

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Contents

BACKGROUND and OBJECTIVES

Who is this for?
This is a newly designed programme for Heads of Unit who have moved to a new unit in the previous few months.

The objectives are:

- To support you in dealing successfully with the mobility/rotation
- Explore & identify strategies to quickly understand & influence your new environment
- Strengthen the your personal resources for managing the change and becoming operational as soon as possible
- Identify your own learning & development plans for the coming months

The structure:

The programme is intended to support you during the period of transition and it is therefore designed as a series of learning steps as follows:
- 30 minute pre course telephone dialogue – to clarify expectation and pre work
- Pre workshop preparation
- 1 day workshop
- 3 follow-up, small group consulting sessions – to explore individual issues and challenges

Content:

Analysing your new unit; the cartography - exploring the new role and the situation in your unit. Clarifying your situation, the needs of your unit, and what you need to focus on over the next few months. Reviewing your support network.

Being a resilient manager – managing the transition effectively and also supporting the team in these changes

Making a positive impact – consolidating your new areas of influence. Working effectively with your new stakeholders.

Action planning – moving forward with the new team – specific areas to develop to establish the new dynamic of the unit

My **GOALS** for this Programme:

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CARTOGRAPHY

Reflection and Observation

You are the 'coach' and sparring partner for your colleagues.

Your role is to step back and look at your colleagues' cartographies as objectively as you can – and to ask questions, explore and give honest, detailed feedback on what you see

Sample reflection questions

- Are there any obvious patterns?
- How does their cartography compare to your own?
- What surprises you?
- What strikes you?
- What seems to take centre stage?
- What seems to have been less important to the colleague - at least in how it is represented?
- What seem to be the strengths and the challenges?
- Does the cartography seem to be 'in sync' with what the colleague says?
- Relationship with the 'boss' – where is the boss in the picture?
- Where is the team in relation to the boss?
- Are there team leaders, section heads or a deputy – and if so where are they placed?
- Are there certain clusters of people that segment or divide?
- Do you see any barriers?
- Is the Head of Unit closer to some than others?
- Are there any significant stakeholders missing i.e. peers, 'clients', or any that are more distant in the picture than you think they should be?
- Where has the Head of Unit placed themselves in this picture? Centrally, at the top, the bottom – is there a significance to this?
- Where are the dossiers/ the work? How are they illustrated?
- Where is the political level?
- Is there a clear sense of purpose or direction conveyed in the picture?
- Is the rest of the DG represented in the picture –if yes, how? If not, why?
- How are other DGs or institutions represented – if at all? Member states? Citizens?

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Notes

BEING A RESILIENT MANAGER

What is Resilience?

For individuals, groups, organisations or communities, resilience is the ability to mobilise resources to anticipate, tolerate and overcome difficult experiences or events. It is also the ability to develop oneself through one's experiences (Derek Mowbray, 2010).
In order to explain resilience and to differentiate it from resistance to stress, one can use the comparison to a runner:

> **Resistance** to stress would correspond to the situation of a runner who persists and makes efforts despite physical or mental fatigue.

> **Resilience** would refer more to the situation of a runner, who after having fallen down or stopping to catch his breath, is able to get up again and continue the race.

Being resilient is not only being able to continue one's efforts. It is being able to regain movement after a difficult moment, an accident along the way or a traumatic event.
The topic of resilience confronts us with the question of loss of balance and its transformation and is often perceived as difficult or dramatic but can also be true sources of satisfaction when on is in a position to mobilise resources to overcome them.

Man never made any material as resilient as the human spirit. (Bern William)
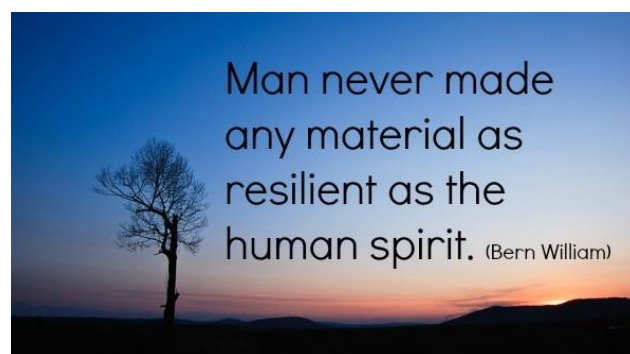
Balance, Breakdown and Transformation

We experience permanent rebalancing on a daily basis. Our ability to adapt and to withstand stress helps us, in certain circumstances, to continue to function psychologically as well as physically (① and ②).

If the pressure is too strong or a significant event occurs a loss of balance ensues③.

A new system

① ② ③ ④

Balance restored   Balance   Transformation
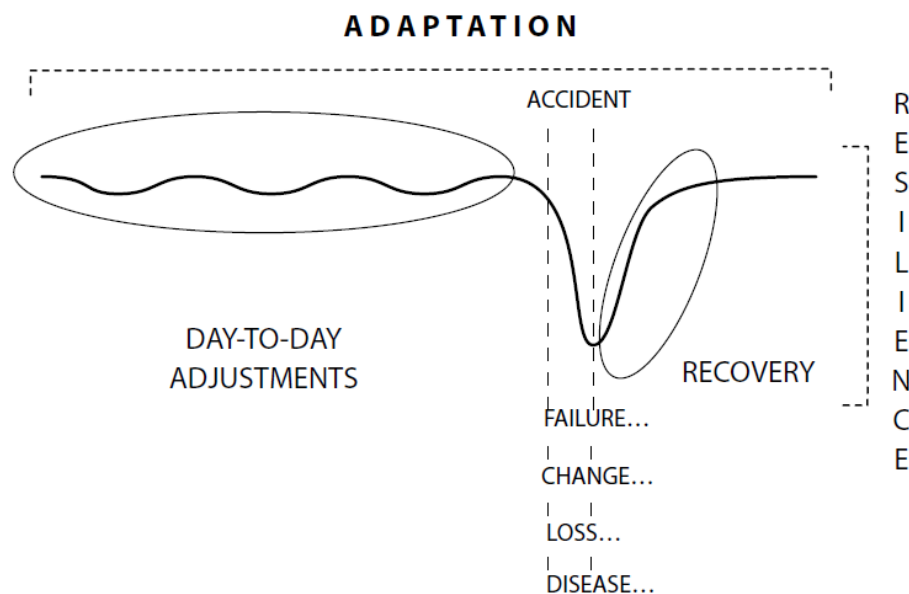   loss
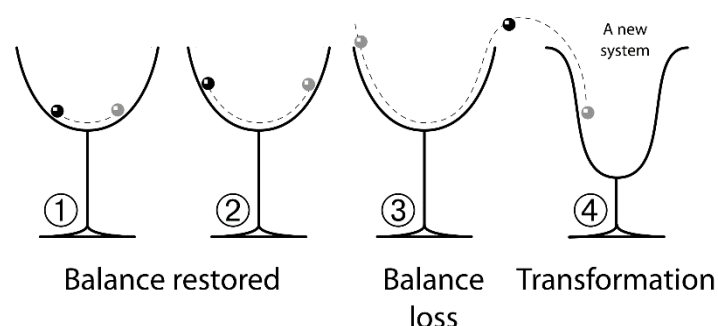
This loss of balance ③ creates a transformation ④ that can be worrisome, difficult, painful or exhilarating.

It can, at times, give rise to a new situation, which is even more advantageous, or even to a better state of equilibrium.

This loss of balance can be the result of different things. Here are some examples from the professional and private life:

- **failure:** the negotiation that I have been working on for several months was not successful;
- **a change:** moving to a new post;
- **a loss:** the team that was working for me previously;
- **illness:** a serious drawback immobilises me for several months and I cannot function like I did before.

ADAPTATION

ACCIDENT

RESILIENCE

DAY-TO-DAY
ADJUSTMENTS

RECOVERY

FAILURE…

CHANGE…

LOSS…

DISEASE…

Thus, resilience is more than just adaptation. It presupposes "an accident", which strongly tests a person's ability to adapt.

Resilience as a Process

Resilience is not a state as a result of a challenging event. It is rather a process.

For Oscar Chapital Colchado (2011): "Resilience is the ability of an individual to generate biological, psychological and social factors to resist, adapt oneself and to strengthen oneself, when faced with a risk situation, thereby creating an individual, social and mental success."

To illustrate this process, here is a model inspired by Kathryn McEwen's *Building Resilience at Work*:
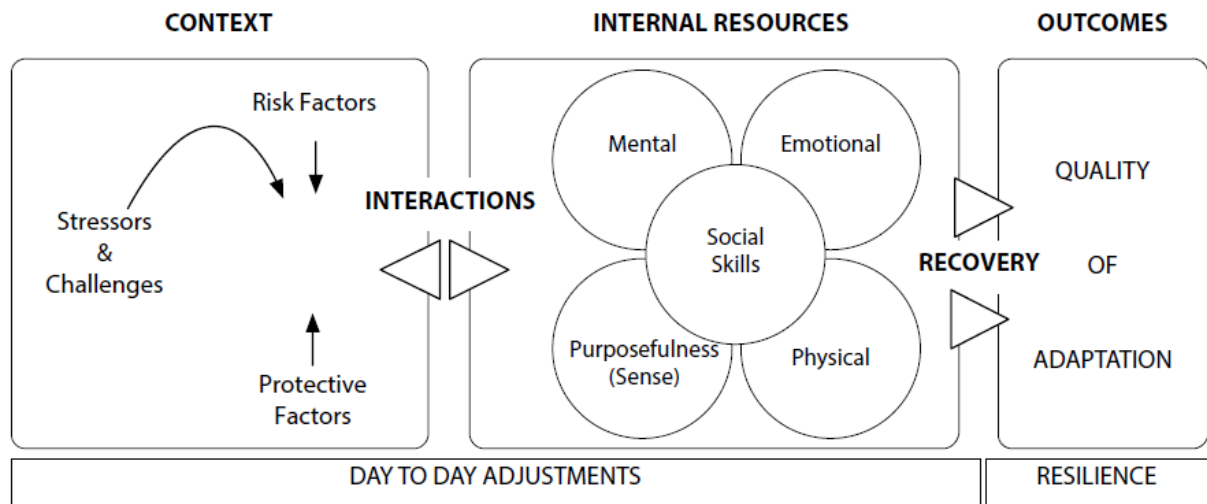
The stressors or challenges can create a disturbance in our balance e.g. a move to a new post.

The context is characterised by

1. risk factors (for example, an imposed move to a new post, a significant geographical distance between members of the team, no one to replace you in the previous post, etc …).
2. protective factors that can lesson the effects (for example, a very good atmosphere in the team, an experienced team or trusting relationships as well as open communication).

We use our internal resources to interact with this context. There are five principal resources:

*   our **mental resources** which help us to better perceive and better understand the world;
*   our **emotions** which guide us and help us to understand others;
*   our **physical health** which gives us the energy we need;
*   our **social skills** which help us to find the necessary support;
*   our **purposefulness** which allows us to find and maintain the right direction or path. It gives us courage.

These lead us to make day-to-day adjustments which influence our ability and success in adapting to a new situation.

Tools for Mental Agility

Watching out for constant perfectionism

Ring the bells that still can ring
Forget your perfect offering
There is a crack in everything
That's how the light gets in

Leonard Cohen

The tyranny of perfectionism is that we experience it personally and professionally and we inflict it upon others. It makes us blind and stops us from appreciating what is good or even very good. It sets the bar so high that it blocks us in our momentum.

A tool of mental resilience consists of staying in control and not resorting to perfection as an option by default.

Focus on where you can make a difference

Lord, grant me the strength to change the things I can change, the serenity to accept the things I cannot change and the wisdom to know the difference.

Prayer of Alcoholics Anonymous

Keeping your sense of humour vis-à-vis yourself and others

We need to distinguish this from cynicism, mockery, humiliation and vengeance. Using humour is the motor of mental (and emotional) resilience.

Being capable of self-derision is to show psychological flexibility and to be able to accept one's limits, be less rigid and more free.

To keep your sense of humour with your colleagues and co-workers requires a minimum of practice. With respect to humour, there are numerous examples of cultural bias. Whether it is about the local culture, professional or the organisational culture, what is totally accepted in one place may not necessarily be accepted in others.
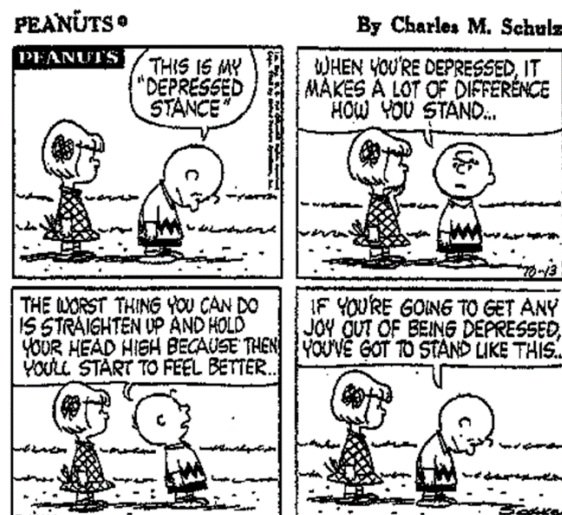
The opposite of keeping your sense of humour is also dangerous. Being intolerant with respect to yourself and others damages the quality of your relationships and hinder us in moving forward.

Showing creativity and inventiveness

Mental energy through creativity and inventiveness are effective ways to get past situations that appear to be without any possible means of escape. Scientific discoveries have numerous examples that inspire us.
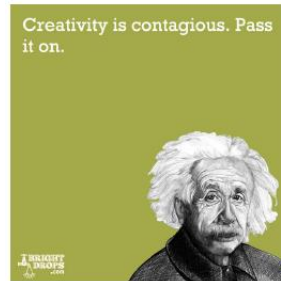
Practising creativity is not always easy, especially when we experience challenges and/or loss.

Whatever technique you use for problem solving, strategic vision or as a tool for team building, creativity can take on many more forms than you imagined.

Practising positive thinking and showing gratitude

Do you see the glass half empty or half full?

We are not the same in this regard. The successes and failures of our life experiences push us to favour one attitude or another. To judge the pertinence or the legitimacy of one approach over another is not the objective here.

What is the objective is to help you discover what positive thinking can bring you. It is an extremely personal tool that can help you overcome difficult incidents and bounce back.

Why extremely personal? Because this mental resilience tool only works if we apply it to ourselves. When it comes from someone else, even if the person has good intentions, it risks being perceived as a minimisation of the difficulty with a condescending remark.

There are different elements of our attention and inner dialogue which it is useful to be aware of and to be able to consciously control.

- **Selective attention**

    For phycologists the 'cocktail party effect' is our impressive and under-appreciated ability to tune our attention to just one voice from a multitude. At a party when bored with our current conversational partner — and for the compulsive eavesdropper — allowing the aural attention to wander around the room is a handy trick.

- **Bias towards a negative confirmation**

    It is a particular form of attention that pushes us to favour negative aspects. We have the tendency to often use this bias for biological survival reasons or because of cultural preference.

=> Control our attention: positive aspects

We can voluntarily change our thoughts when we realise that we are putting an accent on the negative. We can deliberately choose to be attentive to something that is more positive. Avoid blind optimism, but think optimistically. Avoid using generalisations like "always" , "never" etc ..

=> Reframe negative self-talk in yourself and challenge negative talk in others

On average 80% of our self-talk has some degree of negative content. These negative thoughts produce negative feelings which in turn make us less able to perform in the way we would like to.

e.g. "What if I looks like a fool because I haven't done xxx before" => "I'll do what I can and ask for help on the parts I do not understand"

These helpful tools & processes have been taken from the Key Skills Training on Developing Resilience. This 1 day training course, provided by the European School of Administration, is a useful place to deepen your insights into strategies, tools & techniques to help develop your resilience. It can also be adapted and provided on an as-needs basis for specific teams. Please contact Yves Caelen should you like further information.

Notes

MAKING A POSITIVE IMPACT

Key Concepts

The concepts of influence, power and leadership are interconnected. While an individual may exert power without being a leader, an individual cannot be a leader without having power. For the purpose of this programme, we define power simply as 'the potential to influence others.' And as influence the art of getting others to take your lead – to believe something you want them to believe, think in a way you want them to think, or do something you want them to do.

In organizational settings, leaders must influence to achieve individual, team, and organizational goals. Leaders must be able to influence their followers to achieve greater performance; their superiors and peers to make important decisions; and their stakeholders to ensure the vitality of the organization. A leader's effectiveness depends on his or her ability to influence superiors, peers and subordinates. Influence in one direction tends to enhance influence in other directions.

Power and authority are often used synonymously; hence it is useful to be clear on the terms:

Power How people are able to influence each other;

    When we describe the power of a person, we are also referring to the target of the influence, the influence objectives and the time-period;

    Power is a dynamic variable that changes with conditions;

    How power is used and the outcomes of influence attempts can increase or diminish the leader's subsequent power.

Authority Involves the rights, prerogatives, obligations and duties associated with the particular position in the organisation;

    The scope of authority for the leader is the range of requests that can properly be made and the range of actions that can properly be taken.

Broadly speaking there are two sources of power for leaders: organisational power and personal power. The success of an influence attempt depends greatly on the manner in which power is exercised. Effective leaders are like to use power in a subtle, careful fashion that minimises status differentials and avoids threats to the target person's or persons' self-esteem.

In contrast, leaders who exercise power in an arrogant, manipulative, domineering manner are like to engender resistance.

You cannot become more influential or have more impact as a leader unless you understand the elements of power and build the power base you need to be effective in the domain you are working. Without power, there is no influence or leadership.

Taking power a step further, a key leadership task is to enable others to achieve their own sense of power and success, in other words to empower others. Leaders can maximise their own power and their own opportunities for success through empowering others or giving some of their power away.

1. **Power sources**

    People have five sources of organisational power (role, resources, information, network and reputation), five sources of personal power (knowledge, expressiveness, attraction, relationship and character), and one mega-source of power (will).

2. **Battery metaphor**

    Power is like a battery. The higher the voltage of a battery, the more electromotive force it is capable of delivering, the greater the force, the more work the battery is capable of doing. This is a metaphor for how power works in people. Like cells in a battery, we have a number of sources of power, the more power we have the more work (leadership and influence) we are capable of doing.

3. **Relational, contextual and dynamic**

    Power is relational and dependent on the domain in which a person is operating. You can have a lot of power in your own domain or organisation but relatively little power in other domains. Power fluctuates in human systems.

4. **Use it or lose it**

    The magnitude of your power depends, in part, on your relationships with others in your domain and on whether they recognise you (and your position, capabilities, successes and potential) and grant you power. For example, if you are very knowledgeable in a particular domain but others are unaware of it, this is unlikely to be a strong source of power.

5. **Power drain**

    Each of the power sources can also act as a power drain, they can give you power but also take power away. Power can be drained under a variety of circumstances, such as when a person changes jobs, when they use it unwisely or ineffectively, or make errors of judgement or action.

6. **Use of power**

    While power is not inherently immoral, it can distort the power holder and can lead people to justify actions that are unethical. Using power wisely and with good intention are therefore crucial.

The Power Sources

Personal Power

Knowledge power — Applied knowledge, skills, expertise, experience, education, multiple intelligences (IQ, EI, SI), wisdom, ability to continuously learn, curiosity

Expressiveness Power — Ability to communicate effectively in both oral and written forms (substantive, concise, clear); assertiveness; make others aware of ones' ideas, feelings, reactions, proposals; ensure message is relevant to others and moves them both intellectually and emotionally

Relationship Power — History with the person (length and strength of the relationship); shared experience, mutual familiarity; connection; affinity; trust; reciprocity; sustained through positive experience and positive regard

Attraction Power — Ability to attract others by causing them to like you; physical appearance; personality (e.g. warmth, friendliness, sense of humour); character (e.g. genuineness, authenticity, kindness, generosity); similarity; charisma

Character Power — Underlies all the other sources of power; when behaviours reflect honesty, integrity, trustworthiness, courage, determination, purpose, openness, congruence, authenticity, genuineness, compassion, that is to say values in action

Organisational power

Role Power — Authority legitimated by position; defines rights, obligations, task responsibilities, span of control, decision-making authority, and relations to other roles; includes reward and sanction power

Resources Power — Ownership, possession or control of resources that other people need or want. In organisations: budgets, human resources, buildings, office space, equipment, supplies, services etc.

Information Power — Capacity to access and retrieve the right information in the right form at the right time; to interpret it (analyse, find patterns, create meaning); organise it in a form that makes it more useful; and disseminating it in a timely and accurate way

Network Power — Connections with other people; active participation in many social networks; access to wide range of people and information; emerges only when other power sources have been developed

Reputation Power — Estimation of the overall quality and character of a person by others in the community to which a person belongs; reflects what the community thinks of him/her (shared opinion of value and merit)

Mega-Source

Power of Will — Comes from within and magnifies all other sources of power; determination, passion and commitment coupled with energy and action

Increasing your Voltage - Exercise

Personal Power Sources

Power Source	Ideas to increase your voltage
KNOWLEDGE • Being highly knowledgeable and skilled in a way that delivers results • Having specialised expertise useful for the organisation • Being recognised as being knowledgeable and skilled	
EXPRESSIVENESS • Being a good speaker, speaking clearly, concisely and effectively • Being someone whose opinions, comments and suggestions are heard in meetings • Communicating effectively in writing	
RELATIONSHIP • Being good at making connections with people • Being outgoing and friendly and able to establish rapport and trust with others quickly • Taking the time to invest in relationships	
ATTRACTION • Having the kind of qualities that people like, being described as charismatic • Being known as someone kind, respectful, witty and enjoyable to be with • Taking care of one's physical appearance	
CHARACTER • Being honest and candid, seen to be someone with integrity • Standing up for what is right even in the face of resistance • Being someone who practices what they preach, who people trust and respect	

Organisational Power Sources

Power Source	Ideas to increase your voltage
ROLE • Having a role in the organisation that gives formal authority • Having responsibility for managing groups and people • Having the power to make important decisions	
RESOURCES • Having control over key resources others need to do their jobs • Having a role that includes budgetary authority • Having a role that manages peoples' access to key people	
INFORMATION • Having access to information that many others do not have access to • Conducting research to generate new information that is valuable for others • Disseminating useful information for others	
NETWORK • Having networks which include many people through which reach is extended • Being well connected inside and outside the organisation • Building and maintaining networks actively	
REPUTATION • Having an excellent reputation in the organisation • Being sought after and held in high regard • Being known for outstanding performance and ability to get results	

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Power of Will

"Strength does not come from physical ability. It comes from an indomitable will".

Mohandas Gandhi

The power of will comes from within and can magnify every other source of power. It is a mega-source of power because it is uniquely individual, is not culturally determined or biased, and it available to anyone with the courage and determination to seize it. Will power depends entirely on a person's decision to act; it requires passion and commitment but also energy and action. It is different from ambition which is laudable but may be nothing more than a dream. It is different from desire and longing. It comes not from the impulse to act, but from acting on the impulse. Any number of people look at a situation and say something should be done; only a handful go and do it – and they become more powerful and influential because of their power of will. It is the difference between dreamers and doers. The power of will comes from authentic leadership, and nothing great was ever created except from this source of power. To build your will power, you don't need anything other than yourself. Just do it. Carpe diem!

What diminishes this power source? You do. You can choose to act or not. You can choose to make a difference or not. You can choose to lead or to follow, to be at the front of the room or at the back, to stay silent or to speak up, to take the initiative or wait for someone else to do it. Nobody can give you will power and no one can take it away. It is entirely up to you.
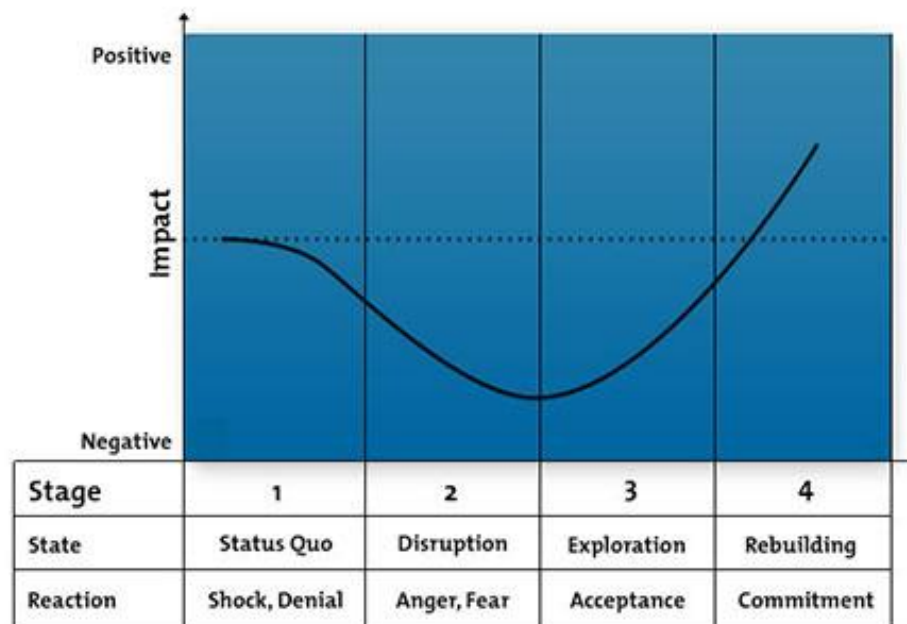
Notes

AND WHAT ABOUT THE TEAM?

Emotions during Transitions

The Change Curve is a popular and powerful model used to understand the stages of personal transition and organizational 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.

The curve is attributed to psychiatrist Elisabeth Kubler-Ross, resulting from her work on personal transition in grief and bereavement. The Change Curve model describes the four stages most people go through as they adjust to change.

Stage	1	2	3	4
State	Status Quo	Disruption	Exploration	Rebuilding
Reaction	Shock, Denial	Anger, Fear	Acceptance	Commitment

When a change is first introduced, people's initial reaction may be shock or denial as they react to the challenge to the status quo. This is **stage 1** of the Change Curve.
Once the reality of the change starts to hit, people tend to react negatively and move to **stage 2** of the Change Curve. They may fear the impact, feel angry, and actively resist or protest against the changes. Some will wrongly fear the negative consequences of change. Others will correctly identify real threats to their position .As a result the organisation experiences disruption, which is not carefully managed can quickly spiral into chaos.

For as long as people resist the change and remain at stage 2 of the Change Curve, the change will be unsuccessful, at least for the people who react in this way. This is a stressful and unpleasant stage. For everyone, it is much healthier to move **to stage 3** of the Change Curve, where pessimism and resistance give way to some optimism and acceptance.

At stage 3 of the Change Curve, people stop focusing on what they have lost. They start to let go and accept the changes. They begin testing and exploring what the changes mean and so learn the reality of what's good and not so good, and how they must adapt.

By stage 4, they not only accept the changes but also start to embrace them. They rebuild their ways of working. Only when people get to this stage can the organisation really start to benefit from the change.

Building on the Change Curve, you can plan how to minimise the negative impact of the change and help people adapt more quickly to it. Your aim is to make the curve shallower and narrower:
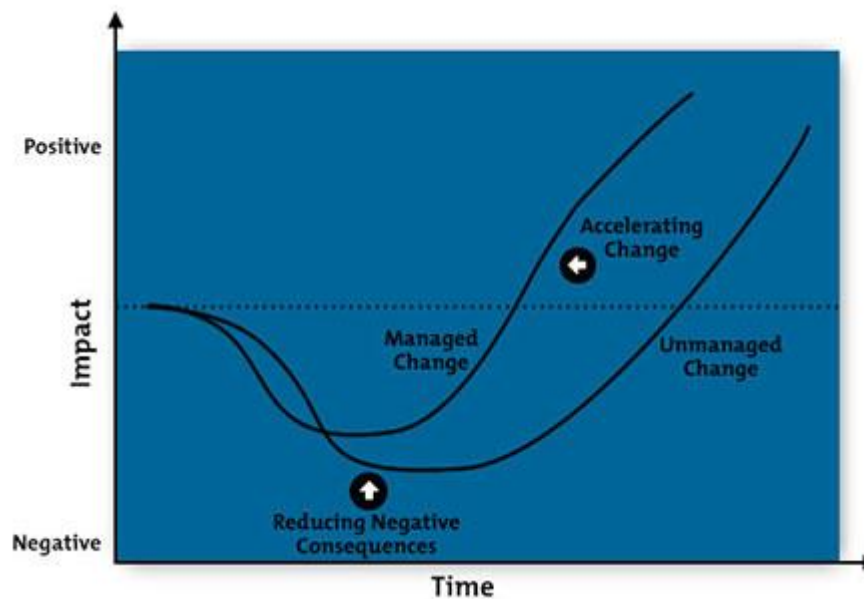
Ideas for possible actions at each stage are as follows:

Stage 1
At this stage, people may be in shock or denial. This is when reality of the change hits, even if the change has been well planned and you understand what is happening. People need time to adjust, information, need to understand what is happening and need to know how to get help.

This is a critical stage for communication. Make sure you communicate often, but also ensure that you don't overwhelm people. They'll only be able to take in a limited amount of information at a time. But make sure that people know where to go for more information if they need it, and ensure that you take time to answer any questions that come up.

Stage 2

As people start to react to the change, they may start to feel concern, anger, resentment or fear. They may resist the change actively or passively. They may feel the need to express their feelings and concerns and vent their anger.

For the organisation, this stage is the "danger zone". If this stage is badly managed, the organisation may descend into crisis or chaos.
So this stage needs careful planning and preparation. As someone in a leadership position, you should prepare for this stage by carefully considering the impacts, objections and fears that people may have.

Make sure that you address these early with clear communication and support and by taking action to minimise and mitigate the problems that people will experience. As the reaction to change is very personal and can be emotions, it is often impossible to pre-empt everything, so

make sure that you listen and watch carefully during this stage (or have mechanisms that help you do this) so you can respond to the unexpected.

Stage 3

This is the turning point for individuals and for the organisation. Once you turn the corner to stage 3, the organisation starts to come out of the danger zone and is on the way to making a success of the changes.

Individually, as people's acceptance grows, they will need to test and explore what the change means. They will do this more easily if they are helped and supported to do so, even if this is a simple matter of allowing enough time for them to do so.

As the person managing the changes, you can lay good foundations for this stage by making sure that people are well training, and are given early opportunities to experience what the changes will bring, Be aware that this stage is vital for learning and acceptance and that it takes time: don't expect people to be 100% productive during this time. Build in the contingency time so that people can learn and explore without too much pressure.

Stage 4

This stage is the one you have been waiting for! This is where the changes start to become second nature and people embrace the improvements to the way they work.

As someone managing the change, you will finally start to see the benefits. Your team, unit or organisation starts to become productive and efficient, and the positive effects of change become apparent.

While you are busy counting the benefits, don't forget to celebrate success! The journey may have been rocky. Certainly it will have been at least a little uncomfortable for some people involved. But everyone deserves to share the success. By celebrating the achievement you also establish a track record of success which will make things easier the next time change is needed.

Taken from MindTools: Accelerating Change and Increasing Its Likelihood of Success.

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Notes

PERSONAL ACTION PLAN

Start, Stop, Continue

I will …..

Stop

Continue

Start

My next concrete action is …..

My Objectives

SMALL GROUP CONSULTING SESSION 2

My Objectives

My Objectives

FURTHER READING

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