

# iiChange® Inside

## *Building Individual Capacity to Support Organizational Change*

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### **Overview**

Like the Intel® chip inside your computer, the **iiChange® Process** enhances power, speed, and performance inside your organization. It increases individual and organizational capacity to initiate, manage, and implement sustainable change—whether you’re putting new snacks in the break room or revamping your entire organizational strategy. Your change management effort will be more successful if employees develop the thinking and behavioral habits that open them to change—and in today’s world, accelerating change—in the first place, and keep them open.

Resistance to change has become normal. It’s not necessarily “natural” or beneficial. Much of our resistance is learned, and according to new research it’s possible to minimize resistance by uncovering our capacity for incremental and transformational learning. **iiChange®** is the process that overrides conditioned response to change—it’s part of our innate way of being when we’re at our best. When we allow **iiChange®** to operate, we:

- Are aware of our intrinsic worth and the worth of others;
- Authentically interact with ourselves and others;
- Appreciatively understand and learn from diverse perspectives;
- Creatively integrate ideas and perspectives; and
- Continuously adapt to and embrace sustainable change.

**iiChange®** training and coaching complement and enhance change management efforts by helping everyone—from the CEO to the line employees—understand that change is an individual process and responsibility. We must, as Gandhi said, “be the change we wish to see in the world.” The **iiChange®** tools and behavioral competencies enable us to own our role in change and build a foundation for effective thinking and behavior, increasing the probability that your organization will be able to make sustainable change.

Our training and coaching can also help prepare people to fulfill the roles that are critical in organizational change:

- a. **Sponsors**—Those who authorize and support change in an organization (typically top-level executives).

- b. **Advocates**—Those who support the change but don't have the power to sanction it.
- c. **Agents**—Those who execute the change (can be internal “coaches” and/or iiChange facilitators).
- d. **Participants**—Everyone required for achieving the final results. Those who must actually change (everyone in the organization).

Innovative InterChange® Inc. has spent nearly four decades researching and testing the **iiChange® Process** with such clients as Accenture, Microsoft, Morris Home Furnishings, Public Health Dayton-Montgomery County, Vanderbilt's Monroe Carell Children's Hospital, and Premier Health Partners. Recent neuroscience research confirms much of why and how the process works, and we have observed over and over as it reduces resistance and enhances acceptance of effective and meaningful personal and organizational change.

We can seamlessly integrate with and build on an organization's effort to transform because our thinking and behavioral tools address the *underlying* causes of human resistance to and acceptance of change. We have distilled the skills of healthy, creative human interaction into a systematic approach that can build individual capacity to support organizational change.

### ***A Culture of Mutual Respect***

We focus heavily on helping people develop awareness of intrinsic worth—because people's willingness to be authentic, appreciative, creative, and transformative depends on such awareness.

The stronger the awareness of our own and others' intrinsic worth, the less threatened we are by the different ideas and perspectives that major change introduces—we're not threatened or threatening because we don't tie our personal worth an identity to *our* ideas and *our* diverse ways of looking at the world. And the more we respect the worth of others, the more open we and they are to collaboration and innovation. Minimal fear plus optimal collaboration and creativity equals an agile organization that can thrive in an accelerating-change environment.

People in hierarchical organizations often have low awareness of their intrinsic worth because they tend to put up artificial barriers among the “ranks.” These barriers perpetuate fear, suspicion, and a perception of inequality, resulting in “negative grapevining” and resistance to poorly understood change efforts. Creating a culture based on mutual awareness and intrinsic worth (mutual respect) are important steps toward developing trust and openness, which help make the playing field feel more level.

### ***iiChange® Inside . . . Your Leadership Team***

Change is an essential and elusive goal. Many leaders go through the motions they *think* will create change, and few end up making choices that lead to the intended change.

“Command and control” is one of those deceptive motions that just doesn't cut it as a leadership strategy anymore. Forced compliance may work in the short term—but in the long run, people will

gravitate toward cultures whose leaders have the strength to communicate a clear vision and the courage and humility to listen to and act on ideas that may alter that vision.

Such leadership requires effective communication skills, including the willingness to check assumptions and to help employees understand not only the leaders' intent and objectives but the *impact* those objectives will have on the work environment. The iiChange® intent sharing and confirmed paraphrasing tools are critical at this juncture because they minimize assumptions and misunderstandings, reducing conflict and resistance.

It's also imperative that leaders model the behavioral change they want to see in their organizations. When leaders say one thing but their behavior suggests the opposite, it's difficult for other people to get behind a new initiative. The iiChange® Process provides leaders and teams with concrete methods for developing the self-awareness and courage it takes to keep intentions, words, and actions aligned with the change objectives.

### ***iiChange® Inside . . . Your Staff***

Leaders aren't the only ones who need to champion change. Everyone in an organization must see the value in and commit to it. When leaders take their employees' points of view into consideration when planning and communicating the vision, strategies and implementation plans, they are much more likely to create allies at all levels. The iiChange® "both/and" thinking tool as well as the Communicating Styles Survey™ will allow leaders to understand and talk effectively with employees.

Once employees appreciatively understand the value of a new vision, they have to make the often-difficult choice to leave behind comfortable ways of doing things. And while people can be motivated to move forward if they realize that sticking to their old guns may render them obsolete, they also can be spurred by the prospect of professional and personal growth.

We coach people to tap into their intrinsic motivation to transform by helping them understand where fear of change comes from, which can make it easier to let go of resistance and commit to learning new habits. The key is to let go of the need to be in control every step of the way. iiChange® helps people become aware of that need and choose to embrace uncertainty instead of fighting it.

And when resistance gives way, teams move toward resilience—able to remain highly functional amidst significant change.

Functional behavior *is* the iiChange® Process: authentic interacting, appreciative understanding, creative integrating, and continuously learning, improving and transforming. Innovative InterChange Inc. provides the exercises that translate these concepts into observable behaviors. In addition to tools for checking assumptions and reaching shared understanding, we teach people to appreciate diverse perspectives—looking first for what's "right" about and useful in new ideas using the iiChange® tool "finding positives" and transforming negatives into opportunities using the "integrating differences" tool

Once their minds are opened to a broader range of possibilities, the "reframing" and "reconfiguring" tools allow people to reach beyond conventional solutions into truly novel and innovative territory—

tapping into their brain's natural ability to network connections between things that, on the surface, seem contradictory and mutually exclusive.

### ***iiChange® Inside . . . Commitment***

Our approach is not a substitute for other organizational development and change management programs. It is a complement. It addresses how the *individual* must adapt in order to understand, value, and support what the organization is asking them to do.

With our well-researched exercises, concepts, and tools, employees can develop life-long competencies to increase awareness, experience their intrinsic worth and their capacity for authenticity, appreciation, creativity, and continuous learning. Installing "iiChange® Inside" an organization's transformational strategy increases that strategy's sustainability, while creating a culture of people who can be flexible, agile, and adaptive to organizational change now and in the future.