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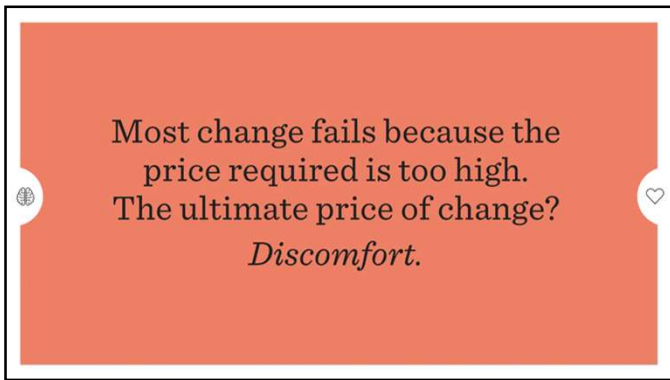
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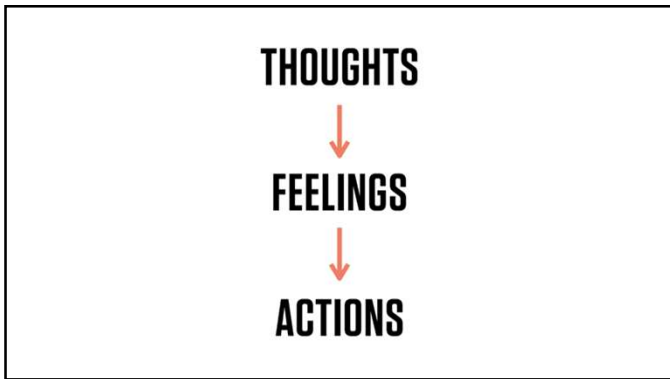
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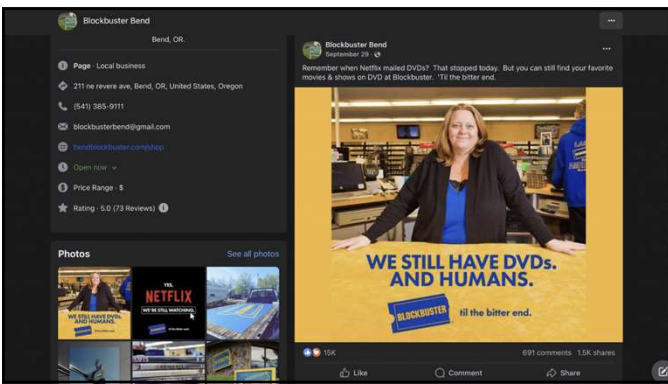
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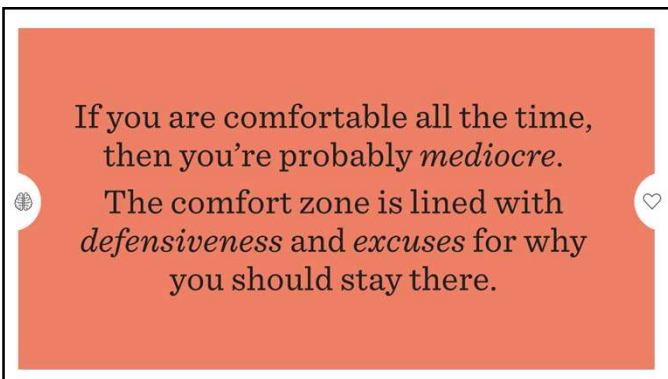
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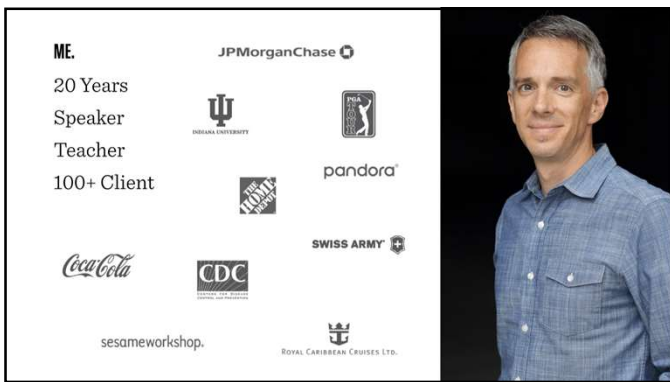
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**TRANSITION**

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**ANXIETY**

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**EXCITEMENT**

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**FEAR**

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**HOPE**

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**UNCERTAINTY**

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**CONFUSION**

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**OVERWHELM**

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**ANTICIPATION**

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**RELUCTANCE**

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**FRUSTRATION**

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**RELIEF**

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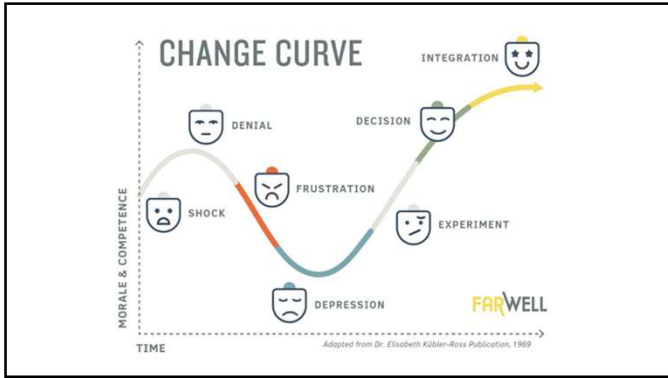
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**DIFFERENT CRITERIA**

**First filter:**  
 Logic  
 Values  
 Data  
 Big Picture

**Then:**  
 Decisive  
 Adaptable

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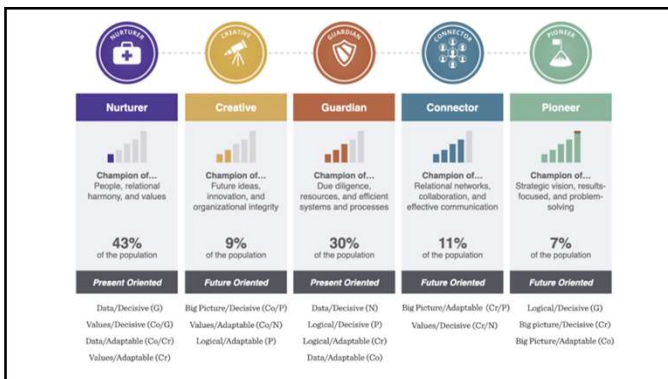
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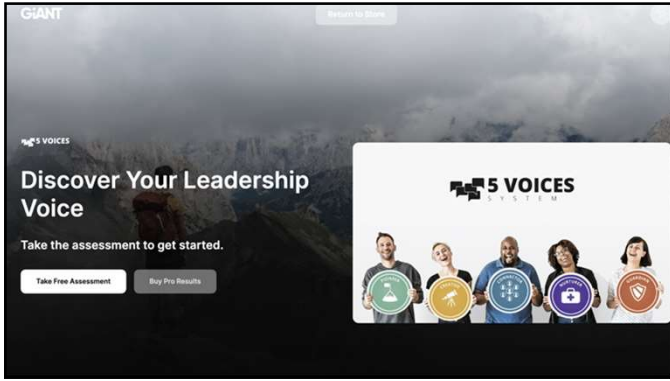
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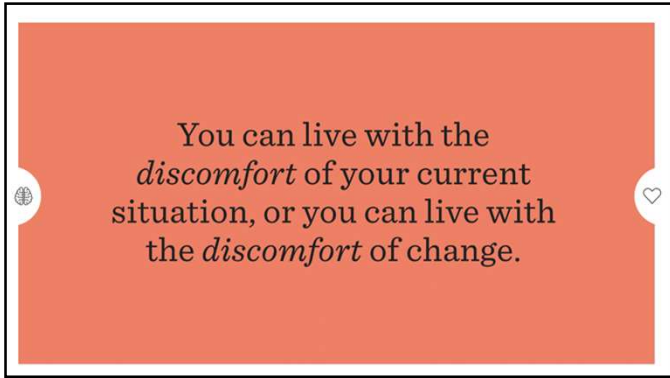
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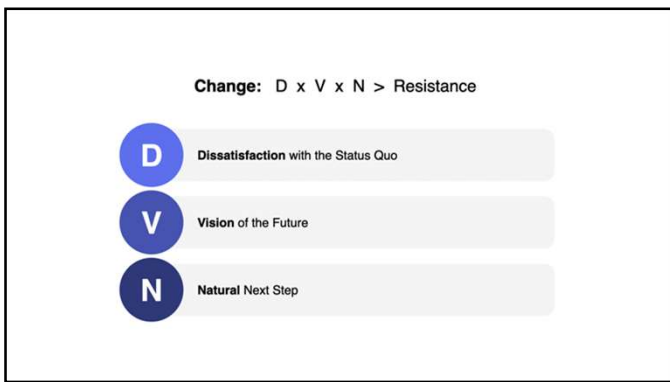
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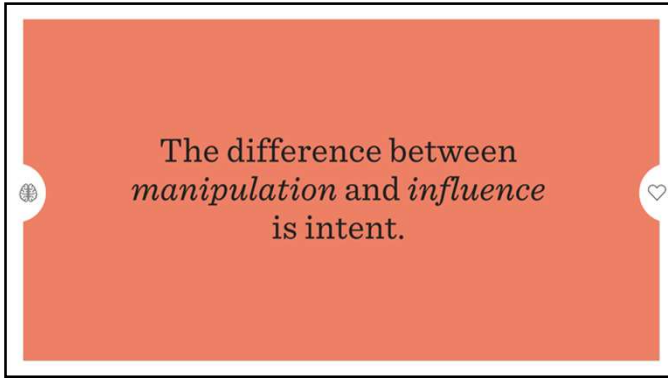
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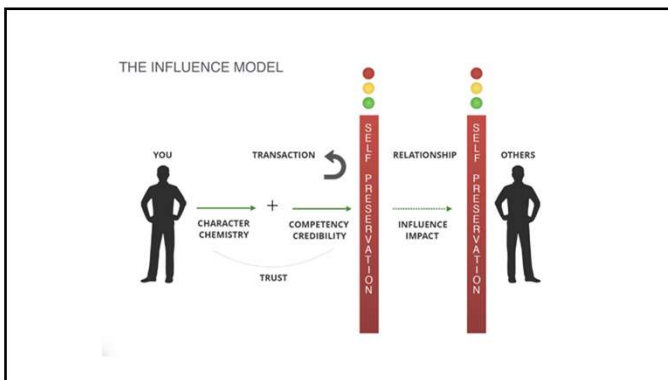
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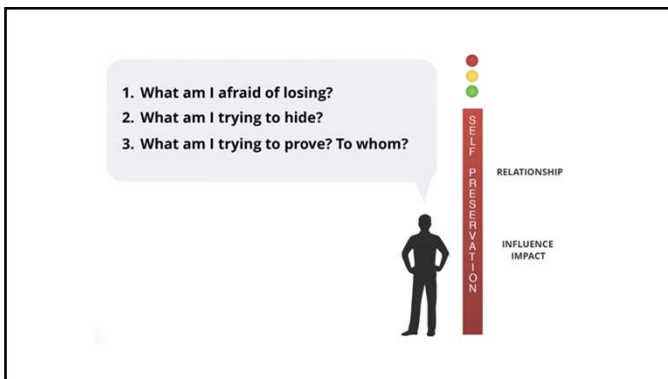
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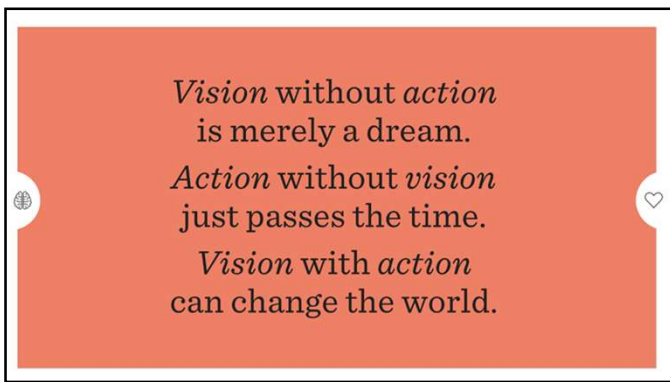
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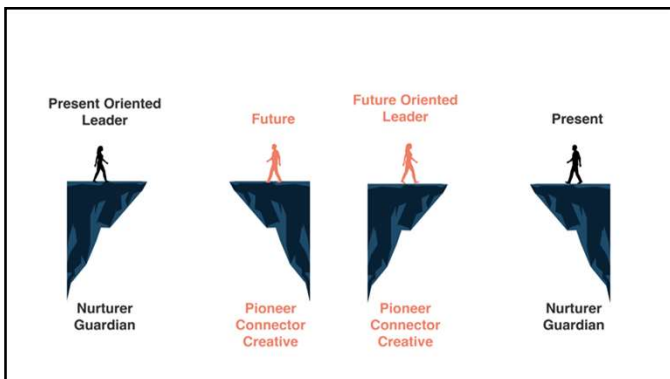
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**FUTURE VOICES / HERE'S WHAT YOU NEED TO KNOW**

1. You're really good at "wow" - we need to hear "how" (...and we've heard it all before)
2. Start with why:
  - What happens if we DON'T?
  - What happens if we DO, and what happened to those who DID?
3. Don't do it to us - do it with us
4. Help us picture ourselves in your vision
5. Value and affirm our contributions, acknowledge your own tendencies, and empower others to communicate vision.
6. Remain sensitive to the pace of change - don't press the gas, help us take our foot off the brake.
7. Run a pilot project whenever you can

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**PRESENT VOICES / HERE'S WHAT YOU NEED TO KNOW**

1. Draw out and encourage ideas/vision and thinking aloud.
2. Let us participate in creation - harness our energy and expertise.
3. Give us some space both physically and intellectually - don't micromanage or put me in a box.
4. Change isn't a bad word because it's critical for growth, but it can be uncomfortable.
5. Delegate authority, not just responsibility.
6. Create space where it's okay to try new things and fail - that's how we learn and grow.
7. Sometimes, you must make decisions without everyone on board - consensus isn't always king.

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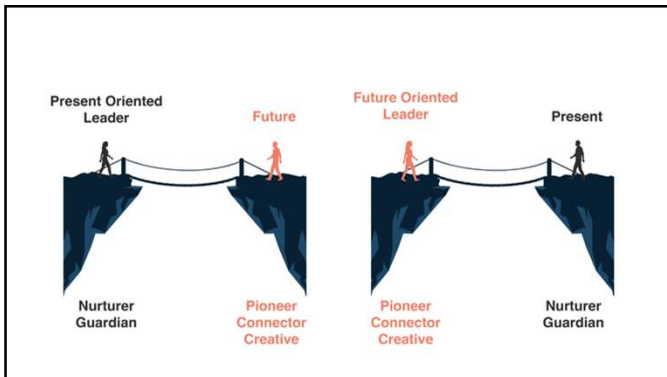
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	What to do	Who to involve
01 <b>Initiate</b> form the business case & the team	<ul style="list-style-type: none"> <li>What is the business problem? Present the evidence.</li> <li>Why is it important to address now? Present the positive consequences of addressing now.</li> <li>Rally your resources: Identify the stakeholders and socialize the idea early and often.</li> </ul>	<ul style="list-style-type: none"> <li>Project Sponsor: The person who own the need.</li> <li>Executive Champion: The person with decision making power.</li> <li>Executive: SME that know how to solve the problem and know that will bring change to life.</li> </ul>
02 <b>Motivate</b> share the vision and the plan	<ul style="list-style-type: none"> <li>Motivate the feeling: Share the vision and "what's in it for me". Knowing something is not enough to cause change.</li> <li>Show Alignment: Refer to your Mission, Vision, Values and Strategy.</li> <li>Show the Path: Present how you will get from current state to future state by clearly defining scope, roles &amp; responsibilities &amp; hypothesized outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Project Sponsor</li> <li>Executive Champion</li> <li>Executive</li> <li>Audience: Those that will be impacted and need to buy into the change.</li> </ul>
03 <b>Activate</b> implement the plan	<ul style="list-style-type: none"> <li>Communicate: Create and follow a communications plan/schedule that promotes stability, transparency and expectations. In the absence of information, people do to a dark place.</li> <li>Execute: Provide proactive information and training opportunities about the change.</li> <li>Update: Provide honest communication updates to stakeholders and the org - for better or worse. Include metrics and calls to action.</li> </ul>	<ul style="list-style-type: none"> <li>Project Sponsor</li> <li>Executive Champion</li> <li>Executive</li> <li>Audience</li> </ul>
04 <b>Celebrate + Iterate</b>	<ul style="list-style-type: none"> <li>Pause to celebrate: Provide recognition to project team and organization for efforts and achieving outcomes.</li> <li>Seek Feedback: Learn into what is working. Adjust for losses and changes in circumstances.</li> <li>Iterate: Make adjustments, keep communicating, keep iterating.</li> </ul>	<ul style="list-style-type: none"> <li>Executive: And supporters of the change that can hold buy-in.</li> </ul>

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Challenges diminish in size when viewed through the lens of *companionship*.

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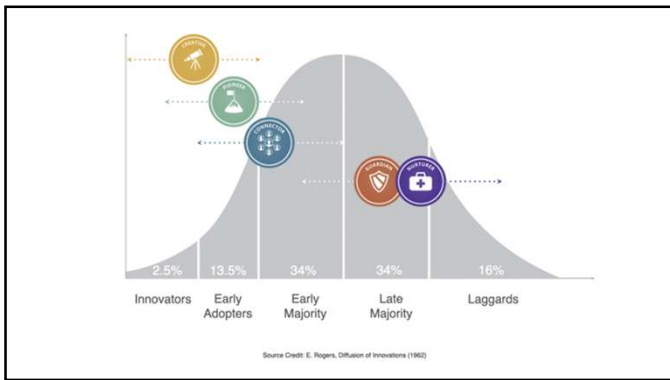
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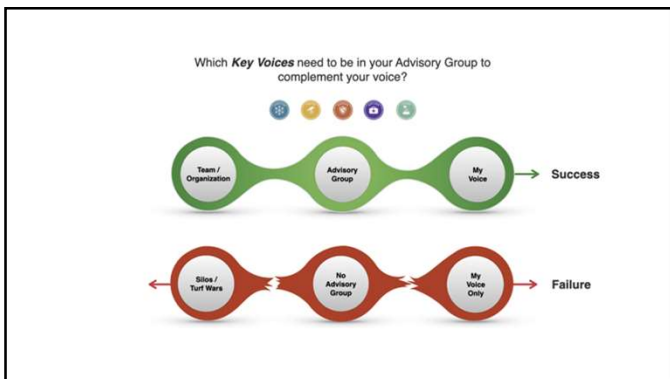
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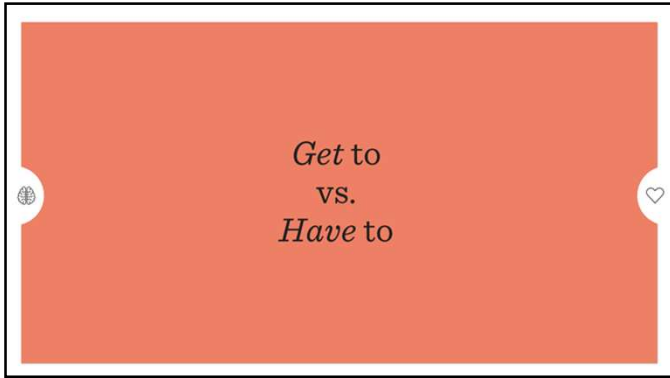
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