



**AN ACTION-ORIENTED RESPONSE TO  
ORGANIZATIONAL CHANGE**

© 2010 Stegmeier Consulting Group

Critical Influence™	Prop
Vision & Mission	
Core Values	
Culture	
Image	
Leadership Behavior	
Compensation	
Rewards & Consequences	
Technology	
Knowledge Management	
Organizational Structure	
Autonomy & Authority	
Business Processes	
Communications	
Performance Management	
Physical & Virtual Workplace	

## Individual Exercise

Research has revealed that there are 15 Critical Influences™ on behavior that can enable—or hinder—our ability to adapt to changes in the workplace.

Match each of the 15 Critical Influences™ with a prop that best symbolizes the concept.

Fill in your answers, using a prop no more than once on the worksheet!

© 2010 Stegmeier Consulting Group

## Research Study

**140** organizations

**24** industries

**10** years

Examination of  
resistance to  
workplace change

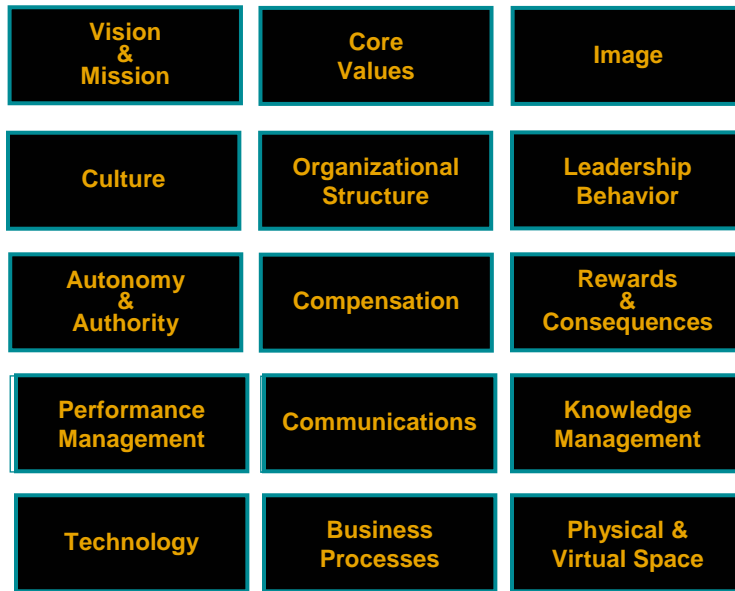
© 2010 Stegmeier Consulting Group

## Key Research Discovery

### **15 Critical Influences™**

Interdependent tangible and intangible factors impacting behavior, that can enable—or hinder—our ability to adapt to changes in the workplace

© 2010 Stegmeier Consulting Group



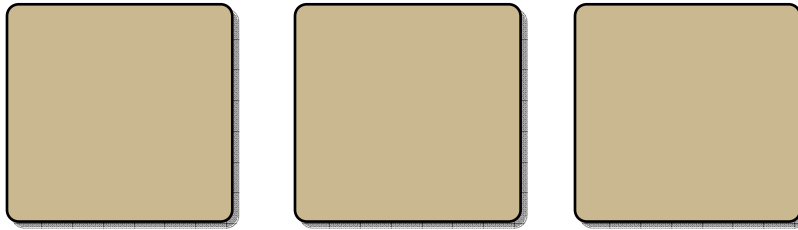
© 2010 Stegmeier Consulting Group

## Understanding Individual Responses to Change



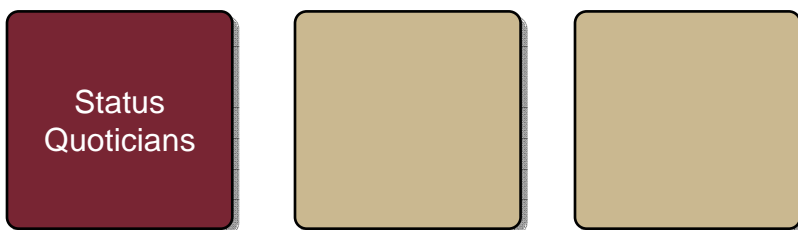
© 2010 Stegmeier Consulting Group

## Three Profiles



© 2010 Stegmeier Consulting Group

## Three Profiles



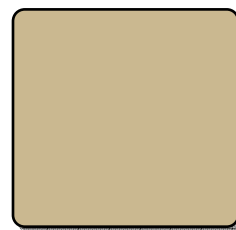
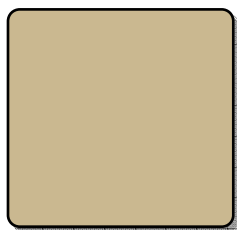
© 2010 Stegmeier Consulting Group

“You can’t  
control me!”

Status Quotician

© 2010 Stegmeier Consulting Group

## Three Profiles



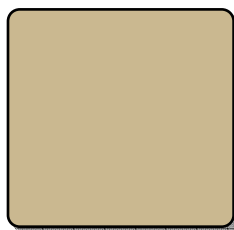
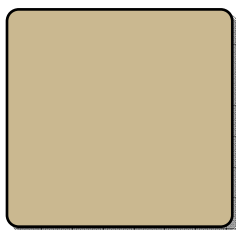
© 2010 Stegmeier Consulting Group

“It’s out of my control.”

Change-ables

© 2010 Stegmeier Consulting Group

## Three Profiles



© 2010 Stegmeier Consulting Group

**“I’ve got things  
under control.”**

**Drivers,  
Thrivers  
& Survivors**

© 2010 Stegmeier Consulting Group

## Three Profiles

**Status  
Quoticians**

**“You can’t  
control me!”**

**Change-ables**

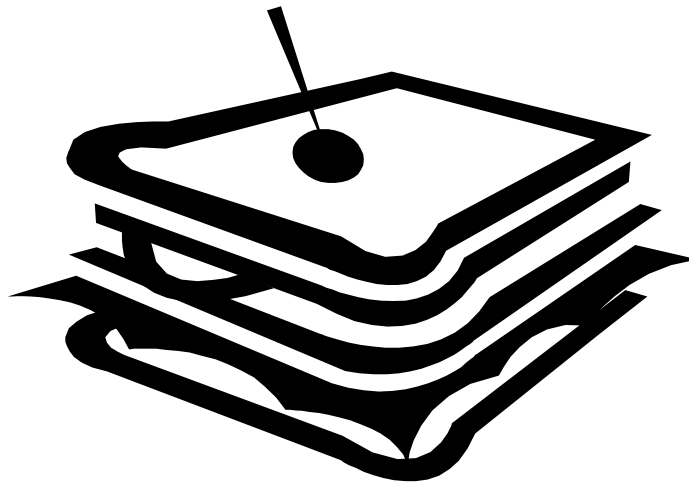
**“It’s out of my  
control.”**

**Drivers,  
Thrivers &  
Survivors**

**“I’ve got  
things under  
control.”**

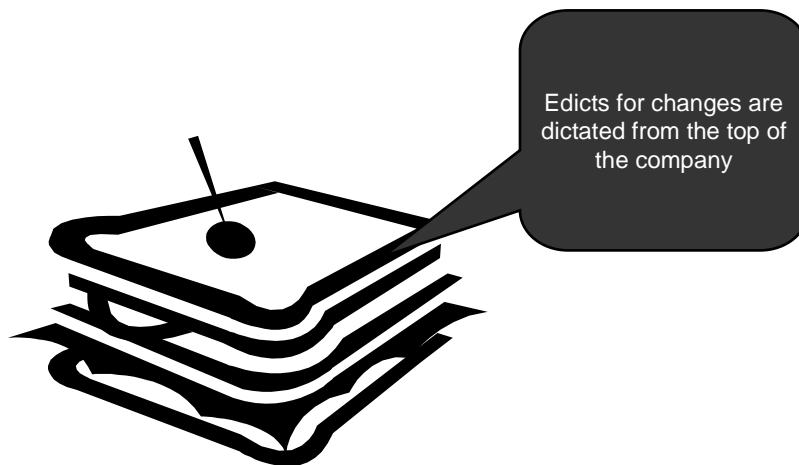
© 2010 Stegmeier Consulting Group

## Anatomy of an Organization



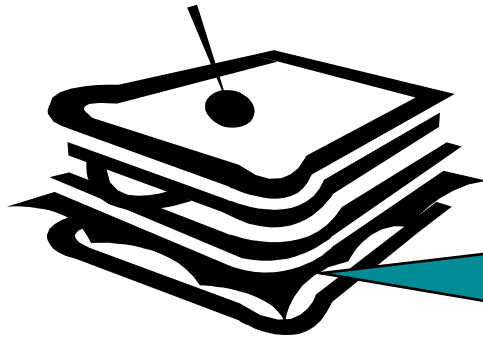
© 2010 Stegmeier Consulting Group

## Anatomy of an Organization



© 2010 Stegmeier Consulting Group

## Anatomy of an Organization



Those at the lower levels of the company know they must accept organizational change, yet still need help with how to adapt

© 2010 Stegmeier Consulting Group

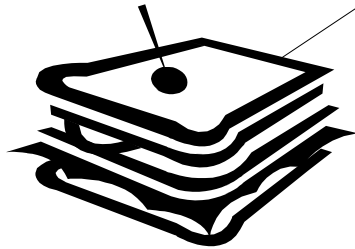
## Anatomy of an Organization



Middle managers are often sandwiched in between those driving the change and their direct reports who need help adapting to change

© 2010 Stegmeier Consulting Group

## Thought Starter



What changes would I like to see occur in our organization? Which of the Critical Influences™ could we leverage to drive that change? To whom shall I present my ideas for improvement? What resources will I need to support the change?

© 2010 Stegmeier Consulting Group

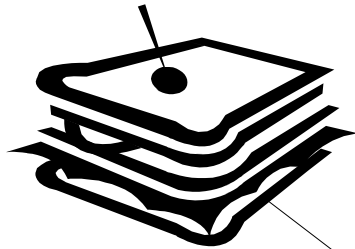
## Thought Starter



Which of the Critical Influences™ are creating barriers for me personally to adapt to specific organizational changes? Which Critical Influences™ can I leverage? What ideas for improvement should I discuss with my manager? Discuss with my peers?

© 2010 Stegmeier Consulting Group

# Thought Starter



Which of the Critical Influences™ are creating barriers for my direct reports to adapt to specific changes? As their manager, what can I do within my control to address those barriers? What support do I need from my manager and others in the company to address areas outside of my control?

© 2010 Stegmeier Consulting Group

# Thought Starter



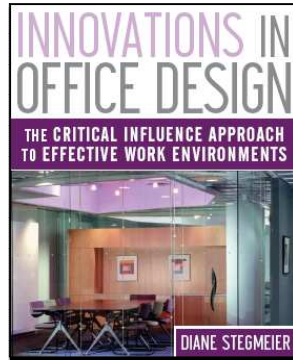
What changes would I like to see occur in our organization? Which of the Critical Influences™ could we leverage to drive that change? To whom shall I present my ideas for improvement? What resources will I need to support the change?

Which of the Critical Influences™ are creating barriers for me personally to adapt to specific organizational changes? Which Critical Influences™ can I leverage? What ideas for improvement should I discuss with my manager? Discuss with my peers?

Which of the Critical Influences™ are creating barriers for my direct reports to adapt to specific changes? As their manager, what can I do within my control to address those barriers? What support do I need from my manager and others in the company to address areas outside of my control?

© 2010 Stegmeier Consulting Group

## Drawing for Book



© 2010 Stegmeier Consulting Group

## Contact Information

**Diane Stegmeier**

**diane@stegmeierconsulting.com**

**Phone: 440.846.1410**

**www.stegmeierconsulting.com**