



DAYS OF CHANGE

guide



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guide

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Days of Change Video, Personal Change Profile and Guide

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About the Package

PHILLIP HODSON

USING THIS GUIDE

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PREPARATION (FOR TRAINERS)

PHILLIP HODSON

Phillip Hodson is a qualified counsellor, a member of the British Association for Counselling, the British Association of Sexual and Marital Therapists and the London Marriage Guidance Council. He has a private psychotherapy practice in North London.

He is well known for his work on television and radio including his series **Hodson Confidential** for TVS, **Family Affairs** for London Weekend Television, **Growing Pains** on BBC1, and his problem phone-in and interviews on BBC1's **People Today**. He has also appeared on TV and radio in the USA, Canada, Australia and New Zealand. For over 15 years, he presented the **Phillip Hodson Hour** on London's LBC radio.

He has written for numerous magazines and national newspapers, and is currently a contributing editor to **Cosmopolitan** magazine and columnist for **Family Circle** and for **First** magazine in the USA. Phillip is also the author of several books on the dynamics of modern relationships.

He has made three other films with Melrose - **The Counselling Interview**, **Tough Interviews** and **Conflict!** [See *page 41* for details].

USING THIS GUIDE

Melrose's *Days of Change* package contains a video, a Personal Change Profile and this Guide.

WHO SHOULD READ WHAT AND WHEN

This guide is addressed both to:

- ▶ trainers or anyone who intends to run a training programme based on *Days of Change*
- ▶ individuals who intend to use *Days of Change* on their own.

If you intend to run a training programme, you should read the whole of this guide as part of your preparation.

If you will be using *Days of Change* on your own, you will find it worthwhile to read this first section of the guide (*About the Package*) before watching the video to get a good overview and clarify the aims. You may also like to fill in the *Change Questionnaire* in the Personal Change Profile [*page 7*] prior to watching the video to help you focus on your own experiences of workplace change. Having watched the video, check your responses against the *Change Questionnaire Responses* [Personal Change Profile *page 12*] which helps you interpret them.

Working through the rest of the Personal Change Profile will help consolidate and develop the ideas introduced in the video. You may also find it useful, after watching the video and working through the Personal Change Profile, to read the rest of this guide.

FINDING YOUR WAY AROUND THE GUIDE

This guide is divided into five main sections.

The first, *About the Package*, explains how best to use the video, Personal Change Profile and Guide.

The second, *Days of Change - the video*, covers the points raised in the video in more detail.

The third, *Training Activities*, contains discussion points and exercises with which you can follow up the video.

The fourth gives details of related videos and additional reading which may be helpful.

The final section, *Handouts*, contains photocopy masters for four handouts.

USING THE VIDEO

WHAT'S IT ABOUT?

Days of Change is a 6 minute video about how individuals can deal effectively with workplace change.

Unlike many videos on change at work **Days of Change** focuses on the perspective of the individual - what change looks and feels like on the receiving end, and how best to approach it personally.

It opens by acknowledging the difficult and challenging nature of change, but sets this in the context both of the natural order and human evolution in which change is the essence of progress. The striking visual imagery of natural change used throughout the video serves to keep this context firmly in mind.

The video continues by contrasting the way we cope with change in our everyday, domestic lives with our common knee-jerk reaction of anxiety and stress to changes at work. It argues that there is no fundamental difference between these changes and therefore no intrinsic reason to treat them differently. The key is to focus on the stimulating, creative aspects of change.

The video goes on to examine two basic approaches to change - reactive and proactive.

Tracing the roots of people's difficulties with change to our personal sense of security/insecurity, **Days of Change** proposes that change is best dealt with from an individual perspective. To this end the video presents the easy to remember **Days of Change** model, a four-stage model to help viewers measure, analyse and control their individual reactions to change.

The video concludes by highlighting the benefits of a focused, positive approach to change.

WHO'S IT FOR?

With changes in working practices now almost universal, **Days of Change** will ring bells with most people in most organisations. It is particularly relevant in organisations implementing or about to implement far-reaching changes - TQM, empowerment, down-sizing, the introduction of new technology, whatever. It may also prove helpful in organisations where introducing change has aroused strong feeling among the workforce.

Days of Change is appropriate for both non-managers and managers. By focusing on the stages individuals go through in coming to terms with change, it can help managers and those they manage understand each others' response.

WHAT'S IT FOR?

Days of Change aims:

- ▶ To help and encourage people to deal positively with change
- ▶ To give viewers a better understanding of their reactions and feelings when confronted by change
- ▶ To help managers/team leaders recognise and take into account the various stages people go through in coming to terms with change, thereby enabling them to introduce change more smoothly
- ▶ To show that with a positive, structured and realistic approach it is possible not just to survive change but to thrive on it.

HOW SHOULD IT BE USED?

Days of Change can be used either in a group context or for self-study by individuals. In both cases, giving the video a proper learning context will increase its impact and help crystallise how it applies to the viewer's specific work circumstances.

Days of Change can be used in training sessions specifically on change/change management or as part of courses on related topics such as innovation, empowerment, etc. It also works well within general management programmes. Another alternative is to use it as a springboard for discussion in group meetings of various types (team meetings, sales meetings, planning meetings, conferences, etc.).

Days of Change is designed to prompt an exchange of ideas and experiences. It is preferable, therefore, to allow time after the viewing for discussion. Suggestions for training sessions centred on **Days of Change**, including discussion points and exercises, are given in the *Training Activities* section of this guide.

Given the intensity of the visual style of **Days of Change**, *it is strongly suggested that the video is shown twice* - once at the beginning of the session and again at the end. The first screening establishes a common language amongst the group and introduces the **Days of Change** model. The reprise allows viewers to pick up on more details of the video and on subtler points. **Days of Change** is a densely packed film and easily bears a second viewing.

Individuals using **Days of Change** on their own will find it useful to follow up the video by working carefully through the **Personal Change Profile**.

THE CHANGE QUESTIONNAIRE

However the video is being viewed, it is recommended that before watching it viewers fill in *The Change Questionnaire* (Handout 1 or Personal Change Profile *page 7* - handout photocopy masters are to be found in the *Handouts* section at the back of this guide). The questionnaire will help viewers focus on their experiences of, and ideas about, change in the workplace. Answers can be analysed (preferably after the viewing) using *Change Questionnaire Responses* (Handout 2 or Personal Change Profile *page 12*).

TRAINING PROGRAMMES

Outlined below are two sample training programmes built around **Days of Change** - a short session of just over an hour and a half day course. The tables give an indication of approximate timings for the various activities.

These programmes are suggestions only and should be adapted to fit the particular circumstances of the viewers and their organisation. The more closely they are tailored to the needs of the participants, the more effective they are likely to be.

Programme	Activity	Duration
Programme A: Short session	Introduction and Change Questionnaire	10 minutes
	Days of Change Video	6 minutes
	Questionnaire Analysis and Discussion	30 minutes
	Action Planning	10 minutes
	Summary	5 minutes
	Days of Change Video (reprise)	6 minutes
	Total	1 hour 10 mins

Programme	Activity	Duration
Programme B: Half day session	Introduction and Change Questionnaire	10 minutes
	Days of Change Video	6 minutes
	Questionnaire Analysis and Discussion	45 minutes
	Exercise 1 - Feelings about Change	25 minutes
	Exercise 2 - The Human Factor	60 minutes
	Action Planning	15 minutes
	Summary	10 minutes
	Days of Change Video (reprise)	6 minutes
	Total	3 hours

Details of the exercises contained in these sample sessions are given in the *Training Activities* section on page 29.