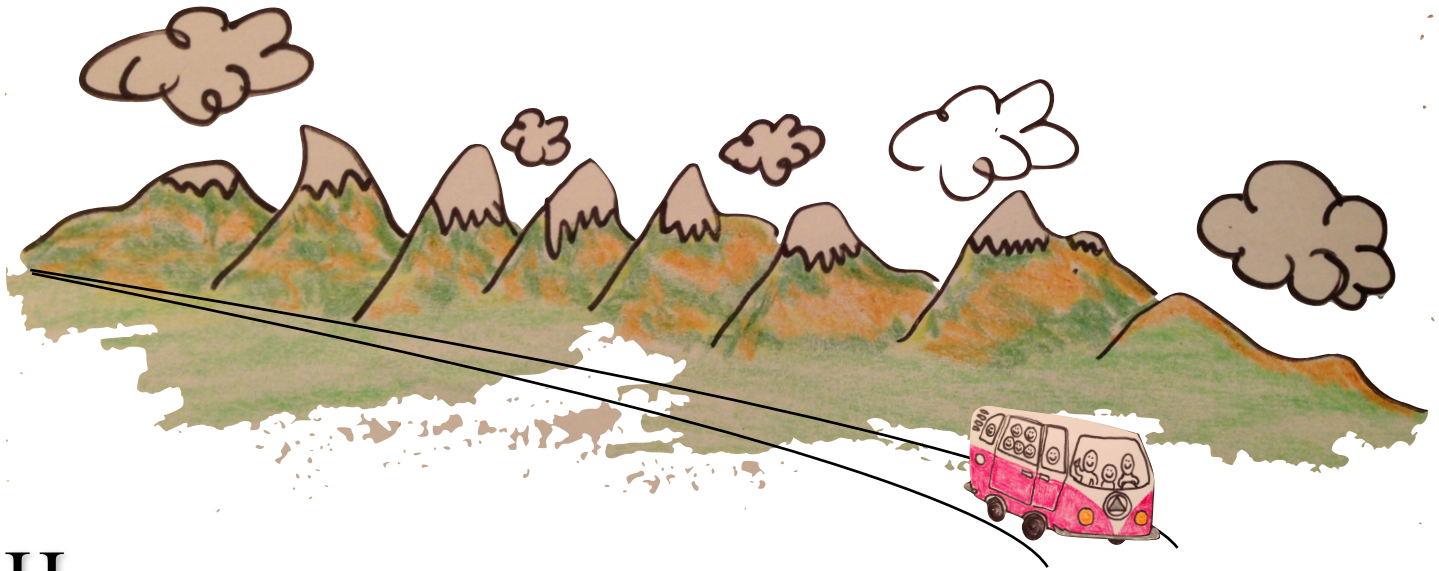


HUMOUR, RESILIENCE & CHANGE HANDOUT

Paul's Van of Change model is best understood with a bit of context. You'll remember the story from the April 2018 Canadian Lean Summit.



How I think about change started with a family road trip, hence the name “van of change”. Imagine keeping 2 parents and 8 children interested and happily content with their trip around Europe while crammed into a small 1970 Volkswagen camper van. Forget movies and Xbox. This was a time of no fast-food, no service centres, no peanut butter sandwiches.

There were good seats and there were bad seats. And, not everyone agreed about which seats were which. Everyone had a different preference. To avoid the inevitable fights for the best seats and complaints about the worst seats, we experienced change. Often.

Every 30 minutes, we were re-arranged. The kids in the best seats were demoted. They didn't like change. The kids in the worst seats finally had their moment to embrace change and move to something new and better.

The way I see it, there's a seat in the “van of change” for every change style.

They can be grouped into:

FRONT SEAT DRIVERS

BACK SEAT DRIVERS

RIDERS

HIDERS

The survey on page 2 will help you determine which seat you'd be happiest in, in the van of change:

PAUL'S VAN OF CHANGE STYLE INDICATOR

For each series of 4 statements below, rank the statements from 4 - "most like you" to 1 - "least like you".

For example:

	A	B	C	D
When I hear about change I say "Weeeeeee!!!"	3			
When I hear about change I say "Wait for me!!!"		4		
When I hear about change I say "Whatever."			2	
When I hear about change I say "Again?!#!&@^!?"				1


	A	B	C	D
I tend to help move things along when things are changing.				
I look forward to things changing.				
Change is something that just happens.				
Change stresses me out.				
I am the first to know about and to buy new technology.				
I am the first to know about, but not necessarily to buy new technology.				
I don't buy new technology until it's tried and true.				
What I have works just fine.				
I bravely lead people through change.				
I go along with change and offer my input.				
Sometimes I don't change unless somebody tells me I'm supposed to.				
I've been told I need to accept change better.				
I am always looking for things to change.				
I am quick to see the need for change.				
I don't look for the need to change.				
I see the need to get my work done rather than to change.				
Sometimes my excitement about change has me forgetting due process.				
I prefer to offer my opinion about change rather than lead the process.				
If people don't tell me what's changing, I don't always know.				
I sometimes drag my feet more than I need to around change.				
TOTAL each column in the squares to the right: <i>The highest score is your change style. (Don't worry, all are OK places to be.)</i>	A	B	C	D

☒ **INDICATE** your highest score with a check mark.
(That's your preferred seat of change.)

☐ A = FRONT SEAT DRIVER
☐ B = BACK SEAT DRIVER

☐ C = RIDER
☐ D = HIDER

YOUR VAN OF CHANGE, CHANGE STYLE

 **Indicate** your preferred seat in the van of change with a check mark.

☐ FRONT SEAT DRIVERS

These are the people who drive change. They see what's coming and decide or influence where to go next. They are engaged, involved, pro-active, optimistic and realistic. They do what needs to be done when it needs doing. They look out for the needs and interests of all members of the group. They may frustrate colleagues by constantly proposing changes or by not following established procedure.

These people:

- Initiate change
- Look for opportunities
- Believe that change brings progress
- Are committed to the end result
- Are willing to undergo the pain of change to get to something even better
- Are optimistic about change
- Are in a position of influence
- May sometimes be disruptive.

"Trust me."

☐ BACK SEAT DRIVERS

Although annoying in everyday life, back seat drivers actually play a key role in teams navigating their way through change. In the van of change, they are seated by the window and facing front. Even though they can't reach the steering wheel, they can still see what's coming, and they can call out suggestions based on what they see. In the office, it's not just the leaders that know about the company and where it should go.

These people:

- Look for opportunities
- Believe that change brings progress
- Are committed to the end result
- Are willing to undergo the pain and discomfort of change, in order to get to something even better
- Like change
- May or may not be in a position of leadership
- May occasionally pester leaders about change they see necessary.

"We're right behind you."

☐ RIDERS

Van of change Riders are coming along with everyone, but they don't appreciate that their seat is also important and will tend to look backward at the past instead of forward.

At work, these are the people who will tell you everything that's wrong with the direction of the company. But, with some guidance and help to understand what change is happening they will accept the change willingly.

These people:

- Know that things are changing, but are not so interested
- Do as instructed regarding change
- Are involved with their own day to day work
- May notice changes happening from time to time, but it is not a pre-occupation
- May miss out on participating in change because they don't notice it before it's past.

"Don't rock the boat."

☐ HIDERS

Deep inside the van of change are seats with no view to the changing scenery. People here are also coming along for the ride, but they are non-plussed by the surroundings.

In the office, hiders are those who are so focussed on their own work that they forget to consider the bigger picture. When it comes to change, it might not be that they are so against it, but that they are so busy that change would get in the way of doing their job well.

These people:

- Are focused on the day to day operations
- Are focused on procedural issues
- Tend to resist changes that might interfere with getting things done.
- Protect the status quo.
- Are committed to what is working already.
- Can sometimes be seen as, and sometimes might even be, naysayers.

"If it ain't broke, don't fix it."

MAKING THE MOST OF YOUR PREFERRED CHANGE STYLE

FRONT SEAT DRIVERS

- Be patient, not everybody likes change as much as you
- Don't just pull others along. Engage them and ask for their help.
- Remember to explain where you're headed
- Be sure that the day to day is still getting done.

BACK SEAT DRIVERS

- Don't follow blindly
- Be sure to make your change suggestions tactfully
- Look out for dangers involved in changing too much or too quickly
- Be sure that the day to day is getting done
- Remember not everybody likes change as much as you.

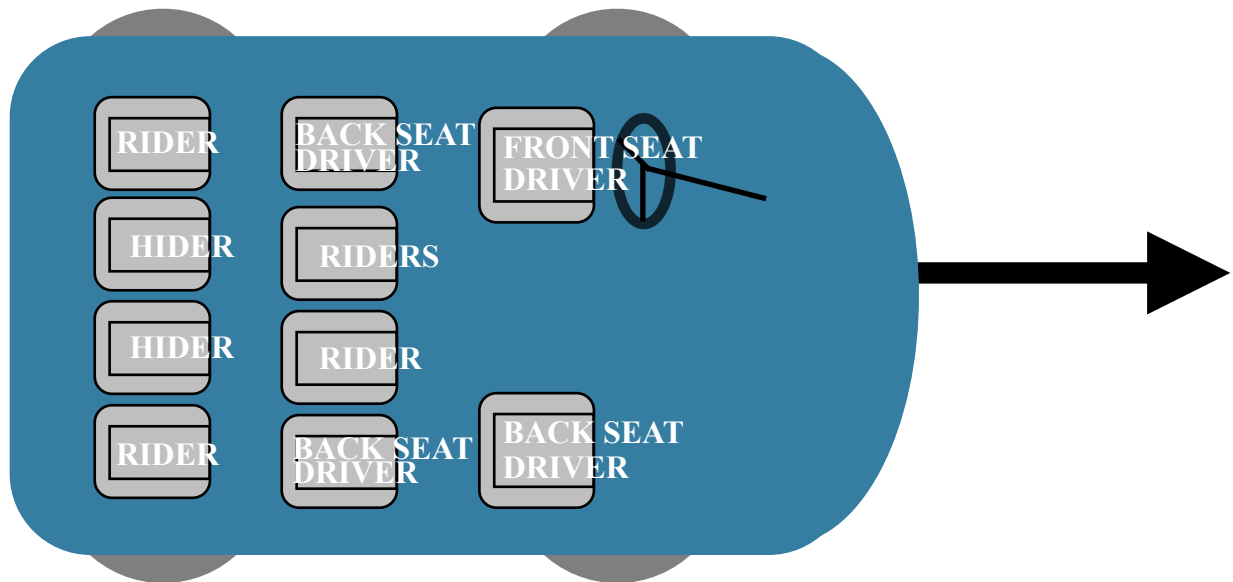
RIDERS

- Remember to see the need to change
- Talk to others to find out what is happening
- Get the training you need to make necessary changes
- Schedule time to focus on the big picture.

HIDERS

- Schedule time to focus on the big picture
- Ask colleagues about what's coming up
- Remind others of the need to get the day to day done
- Offer practical suggestions for moving forward to get work that needs to get done, done.

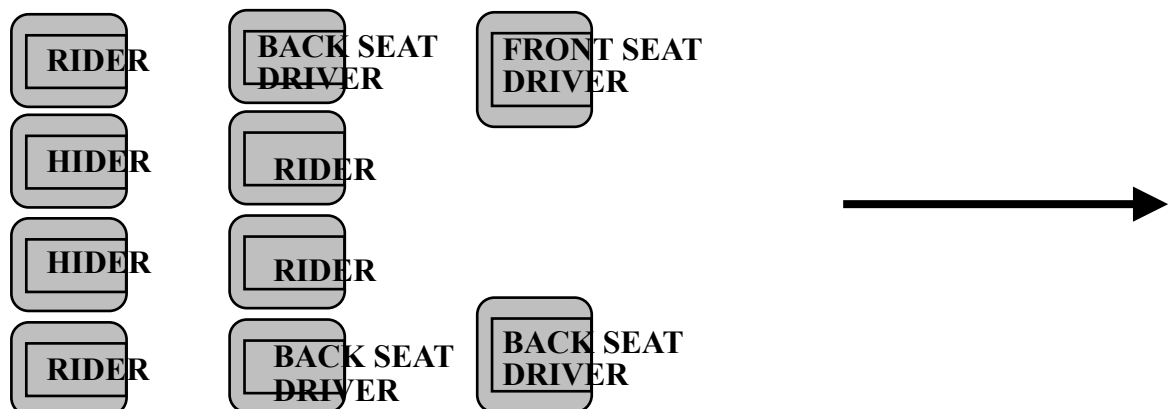
THE VAN OF CHANGE



LEADING THE DIFFERENT CHANGE TYPES

Everyone will have their preferred change style for dealing with change. Once you sense what their style is, you'll be better able to lead or influence them.

<p>FRONT SEAT DRIVERS know where they're headed (and where they're leading others).</p> <p>For these people, you can:</p> <ul style="list-style-type: none"> • Offer direction, feedback and observations • Provide the resources necessary for change • Monitor their relationship with the staff • Monitor changes being made. 	<p>BACK SEAT DRIVERS keep an eye on where the team is headed.</p> <p>For these people, you can:</p> <ul style="list-style-type: none"> • Ask them what lies ahead • Ask them what they researched and read about • Ask them what options we should consider • Keep them motivated by showing them that they are contributing.
<p>RIDERS are deeply involved in the day to day.</p> <p>For these people, you can:</p> <ul style="list-style-type: none"> • Communicate changes that are headed their way • Include them in meetings with drivers • Let them know what is happening • Explain the cost / benefits of changing • Explain the cost / benefits of staying the same • Provide training needed for change. 	<p>HIDERS prefer not to think about change.</p> <p>For these people, you can:</p> <ul style="list-style-type: none"> • Communicate changes in a non-threatening way • Include them in meetings with all other change types • Listen to their concerns • Discuss changes that are inevitable • Introduce change slowly • Establish clear timelines for implementing necessary changes • Have meetings often to track progress. • Encourage everyone to help them manage through change



[illegible]