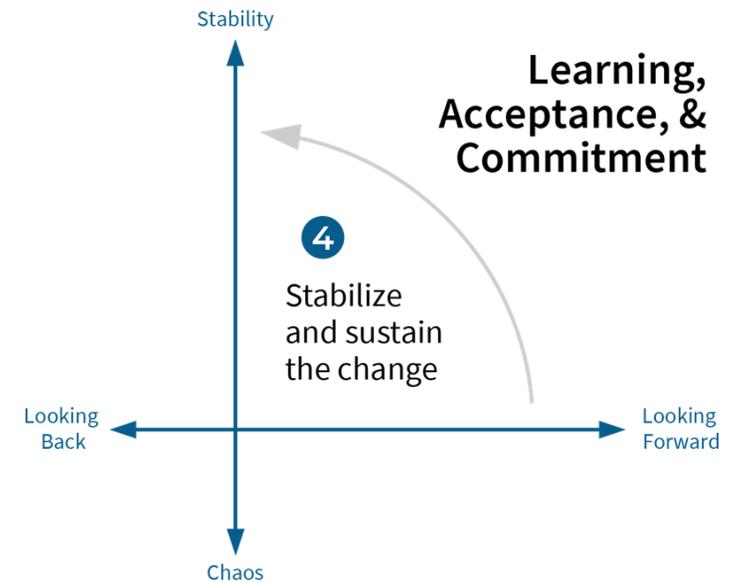


Leader Actions for the *Learning, Acceptance, & Commitment* Quadrant

Ways to Guide Others Back to Stability and a New Normal

- Stabilize, reinforce, and sustain the change: give people time to mourn their losses, provide skill and knowledge training, revise job descriptions, create new performance measures, develop new reward systems, strengthen social connections and relationships, and recognize and celebrate accomplishments.
- Make adjustments to the change vision and strategy that reflect new learning and insights.
- Key questions to explore:
 - What skills, knowledge, and attitudes do we need to develop to sustain our commitment to the new ways of thinking and acting?
 - What systems and infrastructures do we need create/update to support and reinforce the new ways of thinking and acting?
 - How will our new ideas, roles, expectations, goals, behaviors, and methods be preserved and integrated into our practices going forward?
 - How will continuous learning and improvement be sustained?
 - How can we slow the drift back into the complacency? What are the signs of emerging complacency? How will the organization respond? How do we encourage people to continue challenging the status quo?



Ways to Deal with the Emotions of Those Who are in *Learning, Acceptance, & Commitment*

- Acknowledge the hard work, creativity, and persistence that enabled us to return to a new stability.
- Celebrate the successes and accomplishments we've achieved.
- Reaffirm the vision of what we set out to accomplish as a team.
- Integrate insights/lessons into new policies, processes, and practices
- Acknowledge what people have left behind – such as traditional roles and rules, certainty, past expertise, etc.
- Provide tools and training that build and reinforce new skills and practices.
- Reinforce and reward the new behaviors when people demonstrate them.
- Create systems/structures (e.g., updating job description, performance measures, performance goals, etc.) that encourage the desired behaviors.
- Prepare people for the future: Ask questions - "What's next?" Plant the seeds for the next change!