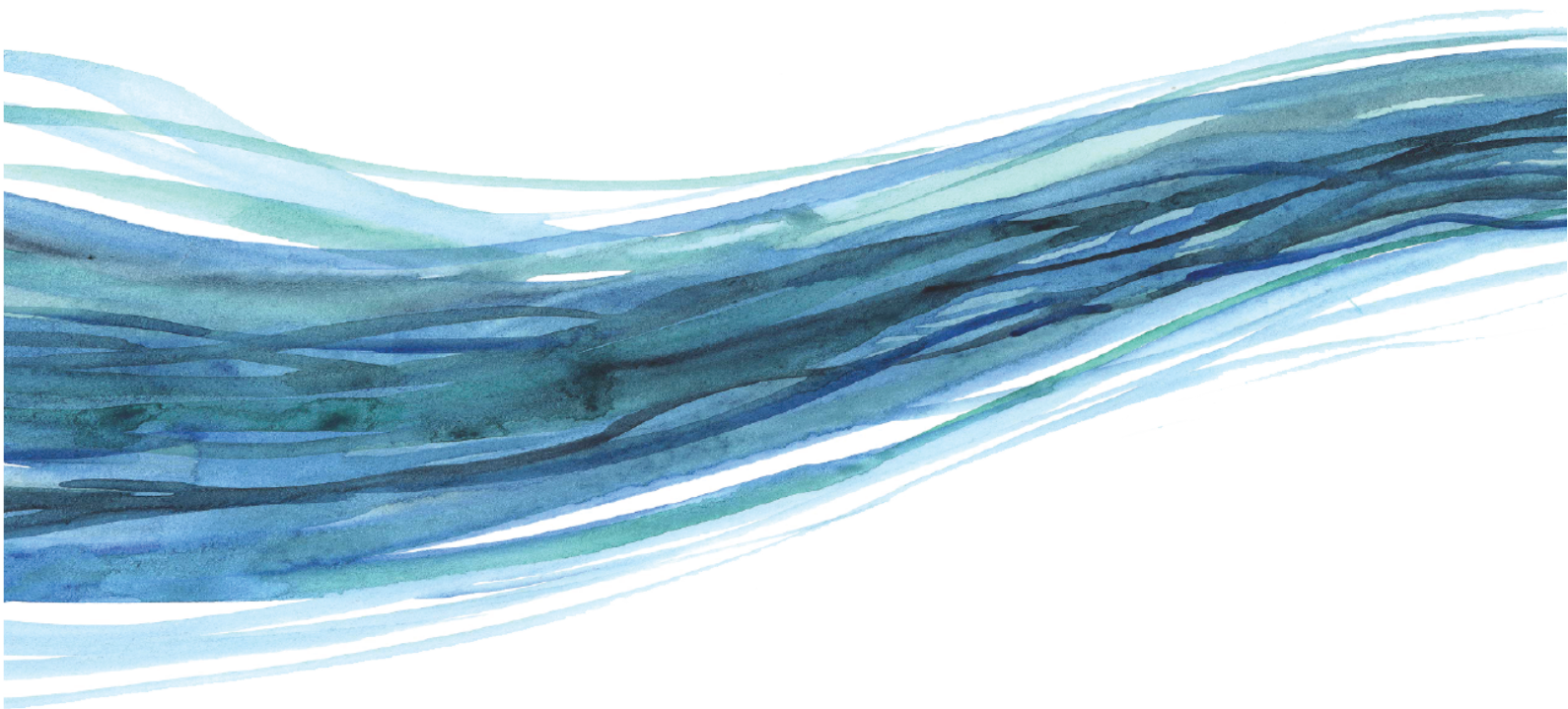




The Reaction Reflector[©]

Your Personal and Confidential Report



Report prepared exclusively for:
Jane Sample

What this report can do for you

Your report can help you:

- Understand your perceptions about your organization's change
- Discover if you might be getting "stuck" in a particular reaction
- Consciously and deliberately choose your change response

Why this matters

This change at work is, in a way, like every other change you experience in your life: You have a reaction to it, and you will choose how to respond. This change—like any other—is an opportunity to learn. It offers a chance to get better at change itself, and to become more self-aware and resilient when change comes around again, as it will.

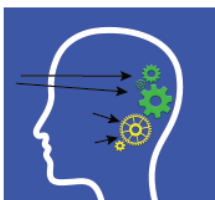
Your **Reaction Reflector Report** helps you examine your reaction to this change, how it forms, and how you can harness it toward your best personal benefit.

Ava, for example, is confused by a new data system and wishes it would go away. Currently, she enters data twice, which takes time. One day, after missing her son's school concert the night before,

one of Ava's colleagues shows her a part of the new process that would save time. Ava doesn't want to miss another school event. She study, practices, and begins to use the new process. She also starts learning about the rest of the change.

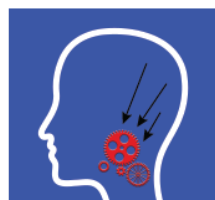
Automatic reaction limits opportunity. Response by choice expands it. That's why this matters.

Perception



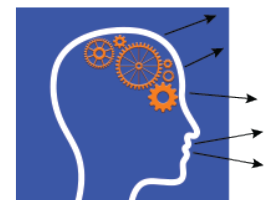
We perceive sights, sounds, and sensations. Perception is influenced by personality, our wants and needs, and our prior experiences. Perceptions form initial impressions, particularly when something changes.

Reaction



Our initial impressions and perceptions can stimulate an emotional reaction in what is known as the limbic system. This does not happen by choice: it is a product of our perceptions.

Response



This reaction, plus any personal benefit we may perceive leads to action. These actions are how we choose to respond to a particular change.

Your Results

Perception

Sights, Sounds,
Feelings, Intuitions



The independent variables of perceived risk and perceived complexity:

Risk

Maximum

High

High

7

Low

Minimum

The pattern of your responses suggest you feel risk about one or more aspects of this change. You may have actively avoided involvement in the change and/or thought about fall-back options if things don't go well. People with this level of perceived personal risk sometimes report concerns about negative impacts from the change spilling over to their personal life, professional reputation, job security, or relationships. This level of perceived personal risk suggests you may believe that this change could alter your work and/or personal life, and not necessarily for the better.

Complexity

Maximum

Very Low

High

Low

Minimum

3

You might be unclear about some of the specific reasons why this change is happening. Perhaps you aren't clear about the overall rationale for it. You don't find the change to be particularly complex. If you were asked to implement this change immediately, however, you would probably want some combination of direct instruction and specific training on what is being asked. You might also see such training as an opportunity to share some of your concerns with those implementing the change. You might welcome the chance to have conversations about the underlying principles of the change, and could possibly see yourself helping others to better understand it.

Your Results

Sights, Sounds,
Feelings, Intuitions

Perception



The dependent variable of intent-to-implement and the moderating variable of perceived personal benefit:

Intent-to-Implement

Maximum

High

Low

Minimum

You probably:

Feel uncertain about whether you're ready to do this

Find some aspects of the change confusing or misguided

Understand the change

From Perceptions to Reactions

Perceptions are “first impressions.” Reactions are actions that might be taken based on those impressions. Reactions are like reflexes. We don’t always control them.

- **The Risk reaction.** If you perceive risk, you might react by testing—like “dipping your toes in”. You might also avoid the risk.
- **The Study reaction.** When your gut tells you a change is complex, you will want to learn it, or not. These are immediate reactions.
- **The Implement reaction.** The answer to the question “Would I implement this change?” sometimes occurs as an immediate reaction.
- **Perceived personal benefit.** You think there will be more or less benefit to you as the change continues. Perceived personal benefit impacts each reaction. It decreases Risk reactions. It increases Study and Implement reactions.

Reactions are automatic. On the next page, we'll describe how your reactions combine to create your **Reaction Profile** to this change.

Perceived Personal Benefit

Maximum

High

Low

Minimum

You probably:

Would Implement if it does not detract from your current work

Think it might be risky for you if you do not implement

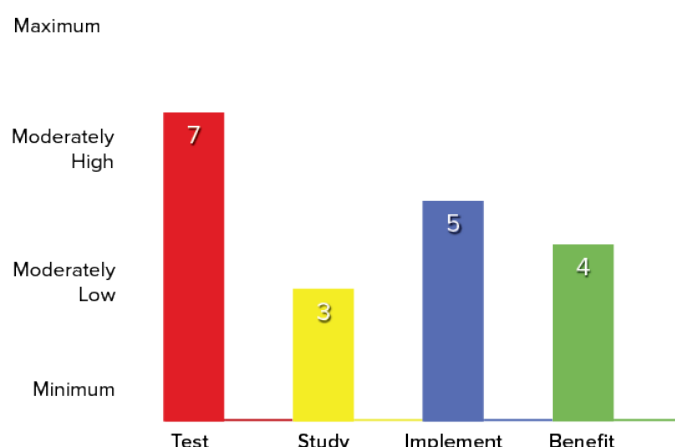
See some positive aspects of the change

Your reaction to this change...

Perceptions combine
to form reactions



Your Reaction Profile



When we perceive personal benefit in a change:

- We are motivated to **Test (T)** things that seem risky.
- We are motivated to **Study (S)** something that seem confusing.

When we perceive no personal benefit:

- High *Risk* and *Complexity*, together, can produce a **Fight/Flight (F)** reaction.

Your Reaction Profile, on the left, shows these reactions. **Your Reaction Narrative**, below, provides further detail.

Your Reaction Narrative

The reactions below reflect your most likely reaction to change (1.) through to your least likely reaction (4.).

1. *Test*
2. *Implement*
3. *Study*
4. *Fight/Flight*

Your report highlights two things: You feel a high degree of personal risk regarding the change, and at the same time, you don't see the change as being of much personal benefit to you. This means that you might not be particularly

motivated to implement at this time. However, if you test small pieces of the change, your perspective might change.

Implement, as your next most likely reaction, suggests a readiness to move forward with the change if any risk seems acceptable to you.

Study, as the third most likely reaction, suggests that your interest in learning the change without trying it is, in fact, very low.

Fight/Flight, as the least likely reaction, tends to confirm that the main issue is perceived risk, not perceived complexity.

TISF

Reaction versus response: What's the bottom line?

Reaction isn't always a choice; it can be the illusion of choice. Reaction can be automatic and counter-productive. Response is brought about by choice. The suggestions on the following pages will help you develop the habit of reacting less and choosing more, a most valuable personal benefit.

Managing the beast

Response

Mindfulness and
“response-ability”



How to respond when there is no lion



Responding quickly and automatically can save your life. You are reading these words because every one of your ancestors had this ability when it came to life or death decisions, like when tall grass flowing gently in a breeze changed to a more threatening

kind of motion. Although this “reaction speed” developed as an evolutionary advantage, there aren’t any dangerous lions where you work; and, yet, we often let our reaction rule our response, even when there is no physical danger. We do this because our bodies use the same perceptions and reactions when dealing with stressful interpersonal, social, or workplace situations as they do when we are in physical danger. We’re not hunted by real lions at work, yet our brains have evolved to react as if we are, particularly when something changes. Remember the flowing

grass? Our reactions can take over, narrowing our options for response. We call this being “stuck in reaction” or “stuck in the reactive mind.” How can we unstuck our reactive mind in order to choose our response?

The exercises on the following pages can help you become more mindful for this change, and other changes you may experience.

However you respond, it will be by choice, fully informed about reaction and response.

How to react less and choose more

“Mindfulness” is a term that’s used in many ways, from acting methods to Zen Buddhism. The underlying premise is that we can be self-aware. We can: (1) notice the stream of perception and thought continuously blazing through our mind (2) we can observe the stream without being carried away by it or trying to stop it and (3) we can choose actions and responses that aren’t flooded by that stream. The ability to respond consciously, instead of

reacting automatically, is the purpose of mindfulness practice. Mindfulness can take minute to learn, and a lifetime to master. That’s why we’ve included helpful “thought practices for the workplace” on the following pages. The change you are experiencing is an opportunity for mindfulness practice.

Most organizational changes can benefit you, personally. Do you notice the stream of thought racing, automatically, through your mind as you read and

perceive those words? Your Reaction Reflector report can help you recognize the perceptions giving velocity to that stream or river. Will you react automatically? Is there a lion? Without denying the flow of perceptions and reactions, can you respond in ways that might just help you discover that personal benefit?

Many people just like you find that the following exercises help build mindfulness and, ultimately, conscious and beneficial choice.

Practices to expand perceptions and enhance choice

Your reaction type:

TISF

Primary Reaction: *Test*
 Secondary Reaction: *Implement*
 Less Likely Reaction: *Study*
 Least Likely Reaction: *Fight/Flight*
 Perceived Personal Benefit: *Low*

Your personalized options for enhancing choice during change

1. Reduce Risk Perception.

You may be quietly observing others who are implementing the change. Do things seem OK for them? Because your level of perceived benefit is low, you might need to reduce your perception of risk by 50% or more to feel comfortable. Pay careful attention to what happens when people try to implement. Do things go well?

2. Observe What's Rewarded.

During any change, new behaviors, rules or processes are rewarded, while others are deemphasized. Look around you. What behaviors or actions are being rewarded? Take note.

3. **Plan Your Own "Why."**

Set small, risk-free goals for yourself and put them on a timeline. For each, ask yourself: "Do I have the ability to do this?"; "Will doing this lead to the expected result?"; and "What value might doing this one thing add to my job or life, even if it's only a small value?" Ask this third question even if you find it pointless to do so. If you answer sincerely, your answers might surprise you.

Application to me

4. **Ignore Background Negativity.**

Over the course of a week, ask ten people at random, "How's your day going?" How many people say something positive, like "I just got out of a great meeting!" or "I love my job!" How many say things that sound negative (include "I have SO much work to do!"). Calculate the percentage of negative comments. Let's say, for example, it's 90% negative. Then ask yourself, "Out of every minute, am I really miserable for 54 seconds?". People get paid for solving problems. "Problem talk" is a background hum, and it's too easy to get caught up in it to the point you actually come to believe your own negativity. Like parents say, "Don't make that face. You might get stuck that way!"

Application to me

5. **Imagine the Worst.**

When you need to make a decision about something, think of the worst that will happen with each of the options. Select the worst-case that can be most easily managed. Sometimes we get stuck in "reactivity," unable to respond with action, because we're waiting for what feels like the "best option." As adults, we know that many decisions are really choices between "least worsts." We also know that, in the final analysis, "worsts" can and do turn out to be surprisingly good, despite our predictions and expectations. Worst can and do become firsts.

Application to me

6. **Presume Positive Intention.**

Think of something you said or did that is a regret you carry. At your core, were you really just hoping to hurt someone else? Or was some other need being addressed, perhaps loneliness, or fear? Or the hope to predominate so your more "helpful" ideas could be taken seriously? Presume your own positive intention. Even the most confusing aspect of your organization's change effort has a positive intention behind it. When you can see that positive intention, you have more ways to understand the change.

Application to me

Practices to expand perceptions and enhance choice

Notes

It helps to journal about your progress with the options on pages six and seven. Others have found it helpful to note the option(s), the day or days it was tried, what worked, and what you learned.

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Submit your own strategy!

Be part of our community by submitting your own strategy for recognizing reactions and choosing responses. Go to:

www.embera.com/reflector/mine

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Personal and Confidential Feedback Report

For more information, please visit www.embera.com/C_hange