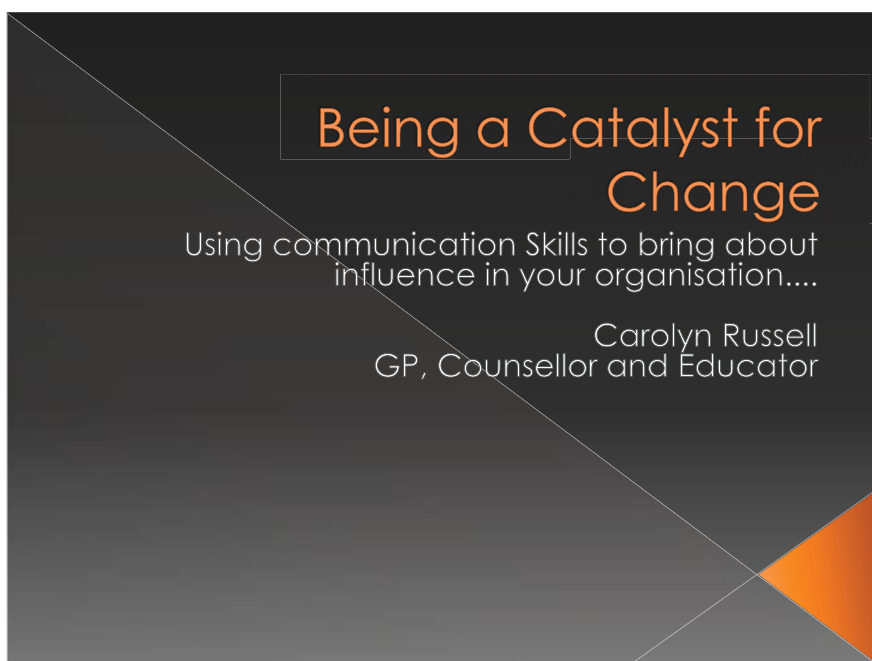


# *Being a Catalyst for Change: Using Communication Skills to Bring About Influence in your Organisation ...*

*by Carolyn Russell*



## Definitions... Co

catalyst [ˈkætəlɪst] *n*

1. (Chemistry) a substance that increases the rate of a chemical reaction without itself suffering any permanent chemical change (Compare [inhibitor](#))
2. a person or thing that causes a change

## Thesaurus .....

1. **catalyst** - (chemistry) a substance that initiates or accelerates a chemical reaction without itself being affected [accelerator](#)
  - ◉ [chemical science, chemistry](#) - the science of matter; the branch of the natural sciences dealing with the composition of substances and their properties and reactions
  - ◉ [activator](#) - (biology) any agency bringing about activation; a molecule that increases the activity of an enzyme or a protein that increases the production of a gene product in DNA transcription
  - ◉ [biocatalyst](#) - a biochemical catalyst such as an enzyme
  - ◉ [enzyme](#) - any of several complex proteins that are produced by cells and act as catalysts in specific biochemical reactions
  - ◉ [anticatalyst](#) /inhibitor - (chemistry) a substance that retards a chemical reaction or diminishes the activity of a catalyst
2. **catalyst** - something that causes an important event to happen; "the invasion acted as a catalyst to unite the country"

Based on WordNet 3.0, Farlex clipart collection. © 2003-2008 Princeton University, Farlex Inc.

## What change, or important event, do you want to see?

- Administrative
- Educational
- Geographical ( position of the desks or pews!)
- Political ( I.T. versus no I.T.!)  
(organ vs NO organ)
- Personal growth
- Interpersonal / Relational
- ?

## Is it needed?

- Question about YOU....
  - › Style may be always wanting change  
(stimulated by it)
  - › Others may not need it as much as you  
desire it
  - › Is the change you wish for going to be of  
benefit to others ?
  - › Can you tolerate 'life' if change does not  
happen?

## Some encouragement for us

- ◉ Change happens!
- ◉ Even without our intentional input, change can be seen because of other catalyst reactions in the environment --- look for those and be encouraged by them. Observe how it happened, and work with that.

## You decide Change is necessary . . . . 3 parts

- ◉ Components
- ◉ Process
- ◉ SAFETY

## 1. What are the reagents, the chemical components ?

System - both local and wider world  
flexibility?

resource ?

commitment and vision

Persons – others and YOU!

Roles and procedures – fixed, and  
authoritative, or more collegial

SO:

- > Understand the system
- > Understand the people who make up the system
- > Including yourself !

Components

## 2. Compare to a chemical reaction...(process)

### ● Physical process

- > Temperature of the laboratory
- > Time of day?
- > Age and condition of the reagents
- > Size of the glass container ?

### ● Knowledge of chemistry and reagents

- > Is this the appropriate test for these reagents

### ● Capacity of the Laboratory staff eg tired, excited, apathetic, focussed ( HALT syndrome)

Process

## 2. Are there any Inhibitors?

- Things which slow or halt the reaction process.....
- anticatalyst - (chemistry) a substance that retards a chemical reaction or diminishes the activity of a catalyst

Process

## 2. What are the inhibitors to change in your organisation?

- What is it?
- Where is it?
- Have people tried to overcome this before?
- What was their success rate?
- How deep/wide/long is the problem?



Process

## Temple of Doom?



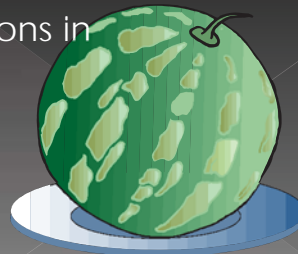
- Is this you?
- Has everyone else despaired too?



## BE REAL.... Change can be difficult and long in coming

- How *realistic* is it that YOU will change this and cause a valuable reaction?
- (Archbishop Romero/Christine A Mallouhi)

"You cannot carry 2 watermelons in one hand"



## 2. Who is with you in the process?

- Some want the same change as you.
- Some are ambivalent about change
- Some resistant to change – it will bring about tension for them that is not palatable
- Some are apathetic, (or perhaps tired of attempting change)?
- What is your response to each of these people as you assess the process?

Process



## 2. Being with that person in the process.....

- ◉ Challenges of staying connected with those with whom we have differing views and conflicts.....
- ◉ First step: recognise the Stage of Change that your organisation/ that person is in....

Process

## Change theory...

- ◉ Many theories and ideas.....
- ◉ Personal challenges in being the catalyst
- ◉ Today I will choose 2
  - > TransTheoretical model of change (Prochaska and DiClemente et al 1985 to present)
  - > Tension vs Support (Cognitive Institute picture 2009)

Process

## Transtheoretical model of change (TTM)

- ◉ **Precontemplation** : not likely to change in next 6 months
- ◉ **Contemplation**: considering change in next 6 months
- ◉ **Preparation**: intentionally exploring the inhibitors to change and reducing them
- ◉ **Action** : making the changes, and experiencing the challenge and tension of this
- ◉ **Maintenance**: continuing the change, being more able to resist the times when the temptation to go back is high
- ◉ **Termination** : do not think of the earlier time anymore  
> change something else!

(Relapse)



## TTM..... Constructs



- > PROS And CONS: various stages have more Pros than Cons and weighing up constantly!
- > SELF EFFICACY (confidence in temptation)  
"I can cope if the person who loves the organ wants me to play it, and I do, and I like it, and yet I still believe that using the piano as well AND the cello, is good for us all and will go back to that instead! And I will encourage them to come and enjoy it as well"

Process

## ....And Processes

1. Experiential
  - Consciousness Raising [Increasing awareness]
  - Dramatic Relief [Emotional arousal]
  - Environmental Reevaluation [Social reappraisal]
  - Social Liberation [Environmental opportunities]
  - Self Reevaluation [Self reappraisal]
2. Behavioural
  - Stimulus Control [Re-engineering]
  - Helping Relationship [Supporting]
  - Counter Conditioning [Substituting]
  - Reinforcement Management [Rewarding]
  - Self Liberation [Committing]



*Table 1. The processes of change with alternative labels*

- › Velicer, W. F., Prochaska, J. O., Fava, J. L., Norman, G. J., & Redding, C. A. (1998). Smoking cessation and stress management: Applications of the Transtheoretical Model of behavior change. *Homeostasis*, 38, 216-233

Process

## 3. Finally.... YOU.

- Capacity to promote the behaviours which encourage reflection and change (am I the correct catalyst? Are the conditions in the laboratory correct for this? )
- S.A.F.E.T.Y.

SAFETY

### 3. Working on problems with others.....

Use the correct process(reagents) for the STAGE of change.

eg. consciousness raising..... *'what do you think of .....???'*

Emotional arousal ..... *'What was your response to.....?'*

Social liberation/environmental reevaluation..... *'Other libraries are doing (...), that is interesting'.*

Reengineering..... *'What if we changed this printer to an alternate position, and assessed how it worked there?'*

Reinforcement management .....*'When we had a lunch together and shared our lives more, the afternoon shift was more productive!'*

SAFETY

### 3. Diagnosis and intervention

- Heart pain>Heart treatment
- Gut pain> Gut treatment

Pre contemplation> information and discussion, dramatic/emotional challenge, waiting

Contemplation> weighing up and hearing stories, waiting

Preparation> problem solving, and presence

Action> all of above and encouragement, hear stories.

## Working on problems with others..... Ideas, and attitudes

- In early stages of change, be WITH the people, increasing information, challenging slightly to increase emotional tension, and be available for discussion
- In later stages of change help with weighing up pros and cons, assessing inhibitors, encouraging, speaking about challenges and temptations to resist change, giving alternative ideas, and supporting ( cheerleader)

## Working on problems with others ..... Behavoiurs

- a. Invitational posture – attitude and 'geography'
- b. and support : I turn towards others when there is struggle, and am very gently honest and speak the reality.
- c. Problem solving : We look at the possibilities together ( and yet the 'bunsen burner is under the correct chair' or experiment!

## a. Invitational posture – a reflection on our selves in change process

- ◉ What it is NOT...
- ◉ Person from audience.....
- ◉ What it IS!

## b. Tension/Support model



Adapted from Daloz, 1986

## c. Problem solving

- When people are seen to be in the contemplation or preparation stage of change... Or have made some changes and are a little stuck or tempted...
- Look at all options: INCLUDING leaving everything the way it was!
- Ask the other person to choose the option and then assess it

## Who/what is in the test tube?



## SAFETY ... Essential in change

- > S Size Start small and be clear
- > A Attitude Care, respect, choice
- > F Face (not Freeze, Freak, Fantasize, fight, flop)
- > E Empathy Find the Others' position
- > T Time Give as long as it takes if you can
- > Y You Take care and get support yourself as well as asking about 'You', the other in the change process.

## Return to Definitions....

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1. (Chemistry) a substance that increases the rate of a chemical reaction without itself suffering any permanent chemical change (Compare [inhibitor](#))
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## Catalyst...

- Be one....
- An agent who is being used for the correct reaction, with appropriate SAFETY and at the appropriate time.
- Be supported.
- Remember though, CHANGE WILL HAPPEN, even though *you* are not always the Agent.