

# Change Enthusiasm

Tags: [#organizational-change](#) [#personal-leadership](#)

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## Dialogue

You almost quit after a massive change in your career awhile back. What stopped you?

### **Pitfall #1: We diminish negative emotions.**

Leaders too often --> You're not a team player if you're struggling with change.

Signal emotions?

What can we do?

### **Pitfall #2: We focus too heavily on the change vision and corresponding roles and responsibilities and not enough on employee well-being and fulfillment.**

Companies overlook the emotions of people during change.

Examples?

### **Pitfall #3: We don't fully embrace the fact that everyone wears change differently.**

What are some of the ways people process?

What have you seen work for leaders that help them make space -- just a bit -- for different methods of change?

### **Pitfall #4: We don't fully provide genuine, productive outlets for employees to express and emote throughout the change lifecycle.**

What's an example of an outlet?

## Reserve

# Three Steps of Change Enthusiasm

1. The Signal
2. The Opportunity
3. The Choice

Changes aren't happening to you. They're happening for you.

## Advanced Application Exercises

### Communicative

Defining the What and the Why  
Driving Clarity of What's Expected  
Providing Feedback to Keep on Track

### Hungry (Self-Development)

Intentional Self-Improvement  
Active Self-Improvement  
Practicing Care for Self

### Authentic

Practicing Vulnerability  
Being Your Full Self  
Language and Behavior Congruence

### Not Rigid (Agile)

Stretching Outside Your Comfort Zone  
Remaining Open to Varied Perspectives  
Identifying Conscious and Unconscious Bias

### Grateful

Practicing Appreciation  
Active Gratitude Practice

### Empathetic

Organizational Pulse Check  
Direct-Report Engagement  
Listen and Respond

## Quotes

### Highlight (yellow) - Page xi · Location 79

In times of high - stress change , those beliefs are often fueled by the most important tool of successful change adoption : emotion . This is where Change Enthusiasm becomes powerfully relevant . Change Enthusiasm ( noun ) : ( 1 ) the practice of harnessing the power of emotion to grow through change ; ( 2 ) a growth mindset

### Highlight (yellow) - Page xiii · Location 98

Change Enthusiast ( noun ) : ( 1 ) one who is inspired to grow by harnessing the power of emotion ; ( 2 ) one who trusts the fear , anxiety , frustration , anger , and / or grief that change brings to be signals directing them to their greatest growth opportunities ; ( 3 ) one who practices Change Enthusiasm

### Highlight (yellow) - Page xxi · Location 224

Knowledge isn't power until it is applied . — DALE CARNEGIE

## PART I: THE BASICS

### Highlight (yellow) - Chapter 1: An Introduction to Change Enthusiasm > Page 4 · Location 261

Research shows that emotion travels faster than thought . Social psychologists have found that emotional response to a given stimuli is milliseconds faster than cognitive response . 1 This makes emotion one of the fastest known entities in the universe . These lightning - fast reactions that bypass the rational brain center have been in existence since our species roamed the Earth more than a million years ago .

### Highlight (yellow) - Chapter 1: An Introduction to Change Enthusiasm > Page 7 · Location 296

I'm grateful for every encounter because each one reinforced the lesson that emotion is a necessary part of thriving through change , and when used effectively it can promote growth in both the individual and the collective . These thousands of connections have revealed to me the five most common emotional energies that bubble up when we are going through significant change , transformation , disruption , and transition : fear , anxiety , frustration , anger , and grief .

## **Highlight (yellow) - Chapter 1: An Introduction to Change Enthusiasm > Page 13 · Location 387**

Our personal growth is a composite of lessons learned , wounds healed , and successes achieved . This is made possible only through conscious choice . Remaining healthy is made possible through consciously choosing what you feed your body and how you keep your body strong . Learning how to surf is made possible through consciously choosing to get up and try again after you fall . Building a track record of impactful leadership is made possible through consciously choosing how you behave or show up to your organization .

## **Highlight (yellow) - Chapter 1: An Introduction to Change Enthusiasm > Page 14 · Location 410**

And it's okay to allow the negative emotions to exist . They are gifts . Granting yourself time and space to sit with them is an important part of this process . Change Enthusiasm meets you exactly where you are . Just remember to allow those signal emotions to exist while trusting that they are there to serve , to invite you into your greatest opportunities to grow . Then when you're ready to go about the business of living this mindset , you'll reach better and better feelings through conscious enrollment in the evolution to your best self .

## **Highlight (yellow) - Chapter 1: An Introduction to Change Enthusiasm > Page 19 · Location 474**

Change Enthusiasm is a three - step growth mindset : Recognize growth - stalling emotions such as fear and anxiety as signals to grow . Embrace the opportunity change presents , exploring options that lead to your better . Make a conscious , productive choice , having explored what's possible , to transform emotional energy into fuel toward a better feeling and better result .

## **Highlight (yellow) - Chapter 2: Lasting Change Is Rooted in Belief > Page 28 · Location 589**

I've learned that people will forget what you said , people will forget what you did , but people will never forget how you made them feel . — MAYA ANGELOU

## **Highlight (yellow) - Chapter 3: Defining Our Relationship with Change > Page 35 · Location 672**

Across my decade - plus tenure in corporate America and several years as an entrepreneur and business owner , I have discovered that the most common roles in

relationship to change can be distilled to : creator , leader , and executor .

## **Highlight (yellow) - Chapter 3: Defining Our Relationship with Change > Page 42 · Location 757**

There are three core roles possible in Change : The Change Creator The Change Leader The Change Executor The Change Creator gives the idea that makes Change possible . The Change Leader guides individuals , teams , or the organization as a whole through the implementation of Change . The Change Executor brings the Change into reality .

## **PART II: THE PRACTICAL APPLICATION**

### **Highlight (yellow) - Chapter 4: The Signal > Page 68 · Location 1061**

The first step of Change Enthusiasm is embracing the signal emotions of change as invitations to learn and grow . It is practiced through three actions : Discovering the signal emotion Stepping outside the emotion to view it objectively Exploring the meaning of the emotion

### **Highlight (yellow) - Chapter 5: The Opportunity > Page 79 · Location 1185**

Entrepreneurs are simply those who understand that there is little difference between obstacle and opportunity and are able to turn both to their advantage . — VICTOR KIAM

### **Highlight (yellow) - Chapter 5: The Opportunity > Page 83 · Location 1251**

It's when we feel lost and unable to see any chance to progress that we must begin exploring what's possible , even if that exploration feels like walking in the dark while frantically searching for anything that feels like a light switch . This is the time when allowing our signal emotions to guide us can become effective at lighting the path of opportunity . When experiencing a big change , disruption , or transition , use the exercise below to put finding opportunity in change into practice .

### **Highlight (yellow) - Chapter 5: The Opportunity > Page 86 · Location 1293**

The entrepreneur always searches for change , responds to it , and exploits it as an opportunity . — PETER DRUCKER

## Highlight (yellow) - Chapter 5: The Opportunity > Page 87 · Location 1298

When the coronavirus pandemic hit the U.S. in late February / early March, the live events industry came to a grinding halt and with it my monthly revenue. The new booking inquiries had all but stopped, and within just a month's span every engagement (keynote, executive workshop, and in-person consult) was either canceled or postponed. Like so many other professionals in this industry at the time, my calendar was annihilated. I was sheltered in place and feeling lost, not knowing how my business would recoup the anticipated losses. I spent nearly two weeks moving back and forth from the couch to the fridge to the bed. I was bingeing Netflix, Hulu, Vudu, YouTube TV, and any other streaming service I could find. I was devastated and needed more effort than I ever imagined just to engage in client calls regarding an event reschedule. Yes, that's right. Even the creator of Change Enthusiasm experiences the signal emotions of change. And on top of that, I was writing this book while my first-draft deadline barreled closer and closer.

## Highlight (yellow) - Chapter 6: The Choice > Page 93 · Location 1363

Those choices made the type of day you experienced possible. These daily choices shape your life. Are you taking a proactive role in your evolution or simply going through the motions? Are you consciously enrolled in your journey, intentionally living your values? Do your choices paint a picture of the person you know you were meant to be? When in the throes of significant change and disruption, it can become increasingly challenging to remain conscious, alert, and engaged in our day-to-day choices.

## Highlight (yellow) - Chapter 6: The Choice > Page 105 · Location 1535

During those three hours between our initial discussion and her stopping by my office, my manager had chosen her better feeling. She had chosen to transform her signal emotions into fuel for growth. I could feel her excitement at being able to get into the manufacturing facility earlier to execute our trial work as she relayed the additional ways it would benefit not only our initiative but other initiatives the organization had in the pipeline. She reiterated the importance of assessing and detailing the heightened risks to the new execution plan and assured me she would set up time for us both to walk our VP through them. That was the conversation I needed to solidify the new plan and move it forward with confidence and determination. As leaders, through the power of choice, we can transform what fuels our actions from growth-stalling emotional energy to growth-sustaining emotional energy, just as my manager did that day. Through the power of choice, our emotion, which is an infinite resource, can fuel not only

tremendous personal growth but also breakthrough results across our teams and organizations .

## **Highlight (yellow) - Chapter 6: The Choice > Page 108 · Location 1572**

Emotional conservation can lead to stress - related health issues such as insomnia and hypertension . It can also lead to short tempers marked by moments of spontaneous emotional release that may fall upon someone who had nothing to do with whatever incited the emotion in the first place . Perhaps you've blown up at someone — a friend , colleague , or family member — for the smallest thing , which required you to apologize shortly after for the overreaction ? When we choose to conserve our emotional energy over time , we run a high risk of that pent - up energy being released upon others in unhealthy , unproductive ways .

## **Highlight (yellow) - Chapter 6: The Choice > Page 108 · Location 1579**

When we choose to engage in venting sessions , we temporarily transfer our anger or frustration from one individual to the next like a game of energetic hot potato . In my experience , this is the most common avenue pursued when facing the failure , disappointment , and devastation that change can bring . It's the choice that feels most natural when upset hits us . But there is something to be cautious of regarding emotional transference . Though it feels good in the moment , its magnitude temporarily reduced , the energy always finds its way back to us . Have you ever engaged in venting sessions day after day after day with seemingly no progress made toward sustainably feeling better ? It seems as if venting is the only relief from your stress and it's fleeting , requiring you to do it again and again . This is because that energy is simply moving in and around us , unchanged . Though it provides momentary relief , it does not enable sustained fulfillment and growth .

## **Highlight (yellow) - Chapter 6: The Choice > Page 110 · Location 1595**

It is atypical for these transformations to happen with one single choice . It is the rare individual who can move from high - level frustration to pure excitement with simply one thought or action . This is not what emotional energy transformation is about . It's about being emotionally self - aware , and by making one choice after another inspiring better and better feelings that fuel action along your path to your best self .

## **References**