



# Advanced IRF Boot Camp

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Successfully Leading Yourself &  
Others Through Change

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## Our Focus



Describe neuroscience of change, the brain's emotional response, and how to manage the phases of individual change.



Gain a deeper understanding of how to manage your own change as you lead others.



Gain strategies for managing the complexities of individual change and adjusting your style to move from persuasion and selling to understanding.

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# Disruption and uncertainty are the norm



**80% of  
organizations  
planning wide-scale  
change**

**100% of workforce  
impact expected**

**Only 30% confidence in change  
success**

Source: Accenture 2024 study of 1000 companies

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## Reframe our Focus

*Organizations  
Change When  
People  
Change*

**Organizational**

Mission, Vision, Values

**Operational**

Process, Structure, Culture, Climate

**Individual**

Beliefs, Values, Motivation, Commitment

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## Your role as leader



Navigate disruptions and uncertainty while fostering a collaborative environment



Inspire belief in the future



Embed resilience building practices to ensure well being for themselves and team members



Set the positive vibe with realistic hope and optimism



Produce results

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## Start with understanding people



BRAIN'S EMOTIONAL  
RESPONSE



PSYCHOLOGICAL  
NEEDS



INDIVIDUAL CHANGE  
PROCESS

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The brains  
emotional  
response to  
change =

***DANGER***



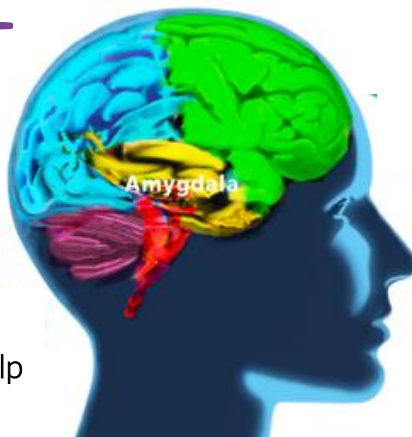
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## Neurobiology of individual change

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### Limbic System (Primitive Brain)

- Hardwired for survival
- Cortisol released to help with Fight/flight
- Emotional/Feeling



### Pre Frontal Cortex (Executive Brain)

- Mastery with higher level functions: envision the future, empathy, compassion, make judgments in difficult situations, live in trust & integrity
- Rational/Thinking

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# Emotions

- Name it & feel it with curiosity and kindness
- Use emotions as data and not directives
- Distance yourself to create the space between feeling and thinking
- Choose your response



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# Emotions

- What emotions are associated with this change?
- Is the story I am telling myself true that's making me feel these emotions? What are they telling you?



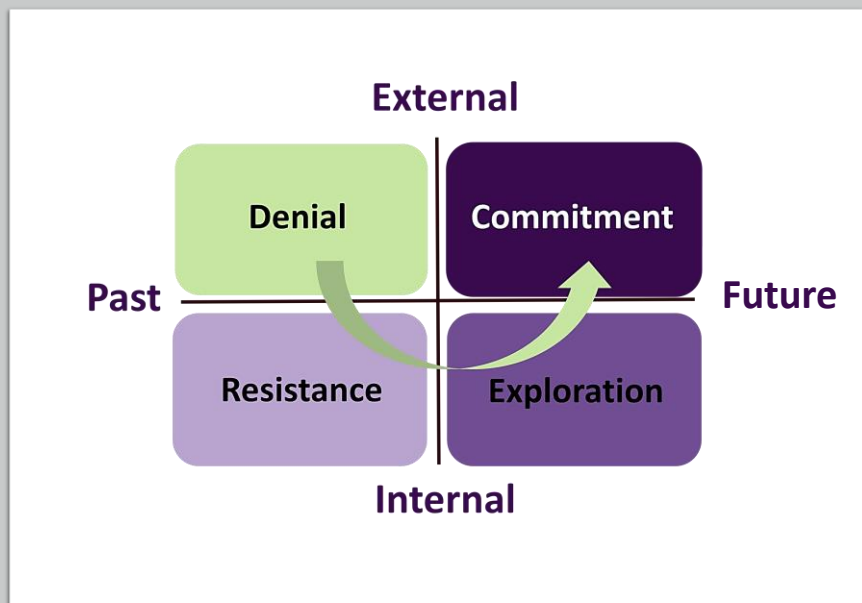
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## Psychological Needs for Internalizing Change

Competence	<i>I have the necessary skills to carry out the change</i>
Control	<i>I have control during the change</i>
Relationships	<i>My relationships are important and provide me support</i>
Meaning	<i>I view the change as worthwhile and believe in it</i>

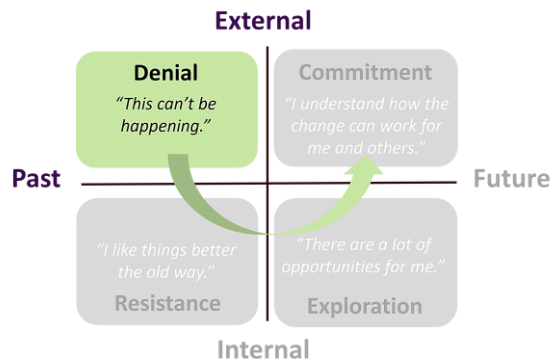
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## Individual Change Process



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## Denial



### EMOTIONAL REACTION

- Disbelief
- Uncertainty
- Danger
- Despair



### PSYCHOLOGICAL NEEDS

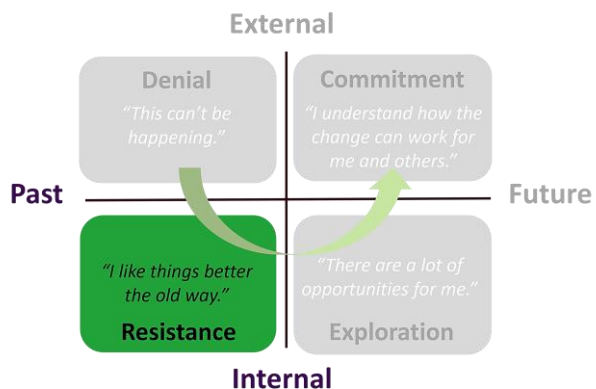
- **Competence & Control** threatens what you know and your level of control with the change

### BEHAVIORS WE OBSERVE

- Act indifferently, as if the change isn't real
- Push things off that need to be addressed to get ready for the change/support the change
- Sometimes refuse to participate in meetings related to the change

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## Resistance



### EMOTIONAL REACTION

- Anger
- Depression
- Anxiety
- Frustration
- Fear



### PSYCHOLOGICAL NEEDS

**Competence, Control, & Relationships** are threatened.

**Meaning** – have we tried this before? How meaningful is the change? Is it worth it?

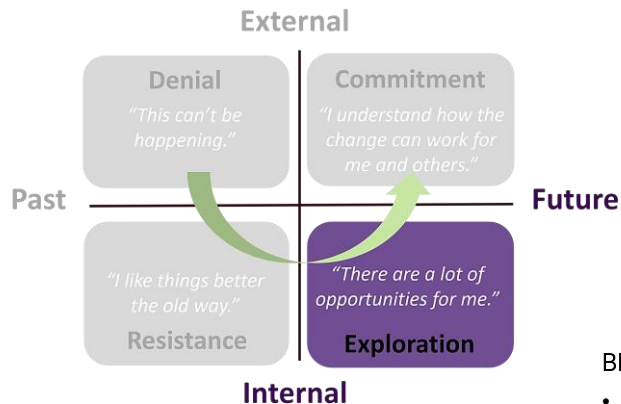
### BEHAVIORS WE OBSERVE

- Express frustration and doubts related to the change working
- Push to keep things the same as they have been in the past

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## Exploration



### EMOTIONAL REACTION

- Excitement
- Overwhelmed
- Energized
- Hopeful



### PSYCHOLOGICAL NEEDS

**Competence & Control:** Excitement about personal possibilities

**Control & Meaning:** Clarify what is important for yourself and explore alternatives that align with your values and beliefs

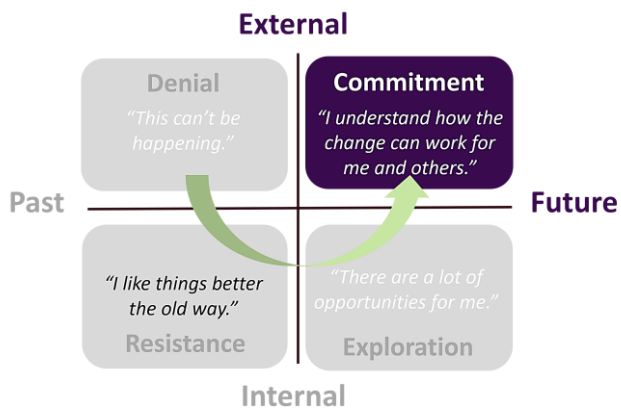
### BEHAVIORS WE OBSERVE

- More energy to explore options to make the change work
- Tend to keep one foot in the old as you lean into new possibilities
- Participate and engage with a focus on the future

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## Commitment



### EMOTIONAL REACTION

- Pride
- Excitement
- Joy
- Optimistic
- Obligated
- Loyal
- Satisfied
- Accept
- Protect



### PSYCHOLOGICAL NEEDS

- **Meaning:** the greater the meaning, the stronger commitment to the change

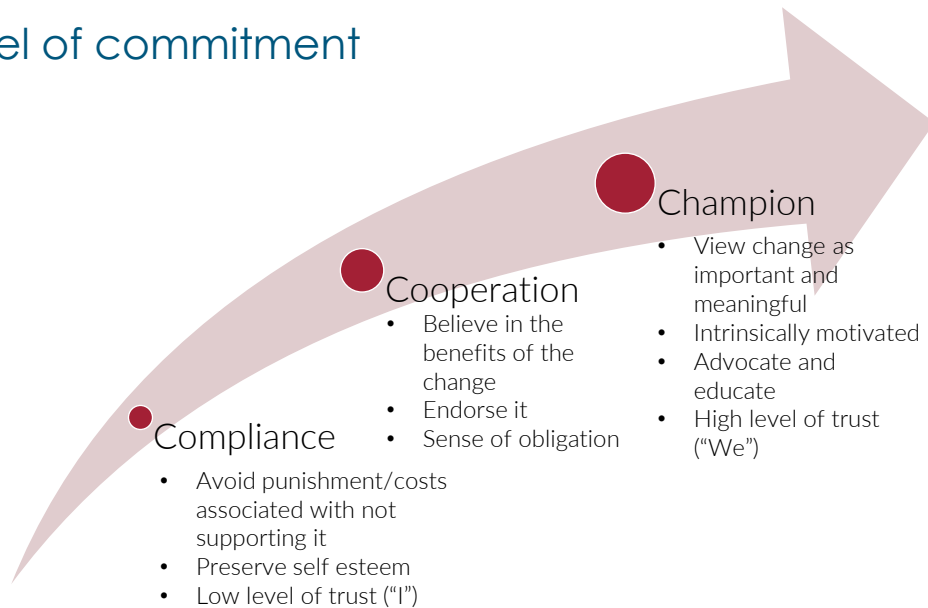
### BEHAVIORS WE OBSERVE

- Embrace the new and actively participate in the implementation of the change to make it successful
- Help others engage in the change

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## Level of commitment



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## How to navigate the change while leading it

- The Glass Less Full
- Impulse Control & Emotional Drain
- Strength of Social Connections
- Focus on what you can control - your mindset, behaviors and attitudes



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# Connect and Build Momentum

Start with the early adopters who already believe in the change

Identify credible champions to lend support & endorse the change

## **Build A Strong Network**

Be consistent in your actions

Share stories of small wins, successes – and keep at it

## **Inspire Belief in the Change**

Lead with compassion not judgment – affirm others

Acknowledge other's emotions without owning them

Bring your positive energy and balance it with realism

Share what you know & what you don't know.

Ask for help

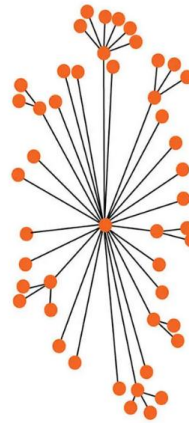
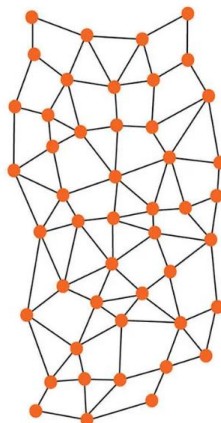
## **Build Trust, Empathy & Collaboration**

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# Tipping Point = 25%

## Strong Social Ties

- Each person connected to one another
- Strong trust
- Foundation for collaboration and solidarity



- Acquaintances and more distant relationships
- Each has little in redundancy of connections
- Info travels fast, but not persuasion
- Low – moderate trust

Source: Centola, D. (2018) Experimental Evidence for tipping points in social convention, Science,

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# Organizations Change When People Change

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