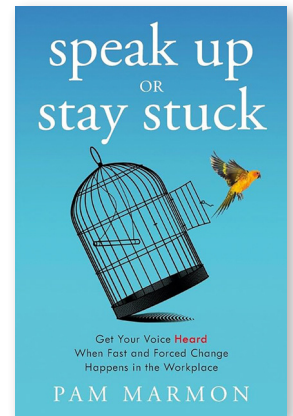


Speak Up or Stay Stuck

Get Your Voice Heard When Fast and Forced Change Happens in the Workplace

by **Pam Marmon**



Contents

Introduction

Page 2

Part 1: The Past

Page 2

Part 2: The Present

Page 3

Part 3: The Future

Page 4

Conclusion

Page 4

THE SUMMARY IN BRIEF

Organizational change can be scary. While we don't particularly look forward to it, it is something we must understand, acknowledge, and embrace.

By helping us travel across the past, present, and future timelines, the book *Speak Up or Stay Stuck: Get Your Voice Heard When Fast and Forced Change Happens in the Workplace* helps us identify our change identity, find our voices, expand our influence, and become change resilient.

Author Pam Marmon lays out a roadmap to help us face organizational change head-on without getting negatively impacted by it. Through compelling stories and powerful actionable steps, she helps us leverage our voice and make change our choice.

IN THIS SUMMARY, YOU WILL LEARN:

- How to identify new organizational change growth mindsets.
- To determine appropriate ways to advocate for what you need.
- To discern what you can control and influence.
- To enlarge your change capacity.

Introduction

Change is inevitable. But change does not happen to you. It happens for you.

This book is for every leader who believes there is a better way. It is for every mid-level leader, manager, and influencer who has been told to “go make this organizational change happen,” and yet feels voiceless, unrepresented, and stuck.

One of the central themes of this book is to use your voice and see change as a choice; not an act that you’re forced to perform.

In Part 1, I address your view of how organizational change impacts your identity and experiences. In Part 2, you explore how the LESS (listen, empower, speak, solve) model helps you find your voice and grow your influence among senior leaders. In Part 3, you learn to expand your organizational change capacity and cultivate your personal change experience.

Part 1: The Past

Chapter 1: Your Change Identity: Below the Surface

Many of us experience pain in our lives without properly grieving hurtful and harmful experiences. The first step to overcoming grief is to acknowledge what has happened. If you’ve been in the workplace long enough, you’ve likely experienced poorly executed organizational change. If you want to move beyond the feeling of being stuck, grieving is necessary because it acknowledges the past, the hurt, and the loss, and then it frees you to accept the future. To view organizational change on a deeper level, ask yourself:

- How have my past workplace experiences shaped me into who I am today?
- What am I holding onto that I need to let go of?
- How can I position myself to be part of the solution in the future?

While grieving is necessary, it is important to not stay there for too long. Once you get past the grieving phase, it’s time to forgive. Recognize past failures and hurts and extend grace to your leaders and to yourself so you can heal and move forward. Remember, you cannot control most changes in life or the workplace. You can, however, control your own expectations, your own behavior, and how you perceive the world.

Practice gratitude to change your attitude. A posture of gratitude offers you a perspective that enables you to turn difficult workplace circumstances into growth.

Chapter 2: Your Mindset: The Lies We Believe

What we believe about ourselves will manifest in our lives. If we pause and reflect, each of us will recognize that we have limiting beliefs. Those are thoughts and ideas that subconsciously drive our behaviors and ultimately direct the outcomes in our lives. Unless you’re intentional, recognizing and correcting these beliefs is challenging. A few of the many limiting beliefs you might face during organizational change include:

- You are fearful of the fact that your leaders don’t care about you. But the truth is, your leaders do care about you.
- You are worried that if you speak up, you will lose your job. If doing the right thing for the right reason causes you concern for your financial stability, it’s time to determine how you want to invest your time and talent.
- You lack confidence because you feel what you think doesn’t matter. The reality is, in some way, your contributions are making a difference and you are important to those around you.
- You have limited experience which makes you think you don’t have much to add. The fact is, we are all on a learning curve, and we all have something to add.
- You feel a sense of resignation because you believe it won’t matter if you speak up. You may be right, but you’ll never know for sure unless you act. Sometimes it’s your ideas that will shift the experience of others.
- You blame your senior leaders for not knowing how their decisions impact you. They may not know how the decisions made impact the people doing the work. If you can, try to speak the truth in a timely manner.
- You experience feelings of regret. You think you can’t speak up now because you didn’t speak up before. Living with regret doesn’t change the past. If you seize the moment and act today, you can change the future.

Once you understand and acknowledge the lies you may have believed regarding your senior leaders, it becomes endlessly easier to adopt the positive mindset that change happens for your benefit and there is always something you can learn. Practice being the hero of your story by not giving your power away but instead taking responsibility for your life.

Part 2: The Present

Chapter 3: Listen: The Great Exchange

Listening is a required first step before formulating and offering valuable perspectives. Listening is synonymous with gaining understanding. People can only listen when they're ready to hear. Active listening can position you to understand the reason for the workplace change. It can help you and your team prepare to achieve the desired results.

Being on the receiving end of communications requires active listening. But how can you become a skilled listener and find your voice during organizational change?

Acknowledge that listening is the first step to understanding workplace change initiatives. Adopt a posture of curiosity and inquisitiveness, and assume the best intentions for your senior leaders. Practice patience and build trust as the impact of the workplace becomes clearer and more tangible with each phase of the initiative. Three of the most important messages to truly listen to include:

- Why is this change taking place?
- How will this change impact me and my team?
- What is expected of me to make this change successful?

Remember, once the change officially happens in your organization, you will be held accountable to deliver results that are directly linked with the change. So, voice your questions and listen to the responses before the change initiative is in full swing.

Chapter 4: Empower: Expand Your Influence

When rolling out a large organizational change, senior leaders rely on influencers to take the first step and demonstrate support. You have a choice: you can use your influence to propel the vision forward, or you can use your influence to slow down the progress.

Your influence is powerful. Empowering others means connecting to others by inviting them into the conversation. Acknowledge that you have the power to influence how workplace change is implemented in your organization. Allow adequate timing for others to accept the change. Empower senior leaders to help you understand and connect to the strategy of change, and then impart the understanding to others.

Leverage emotional intelligence as you empower and connect to your people. Make sure you invite them into

the conversation when possible and consciously project a positive attitude. Finally, practice negotiations to advocate for creative solutions that benefit your organization.

Chapter 5: Speak: Find Your Voice

How effective you are as a communicator within your company is greatly impacted by its ecosystem. Low trust is a symptom of a broken culture. People who trust their leaders openly and respectfully share what is on their minds, but people who are fearful of their work environment often hold back.

If you want things to change in your organization, go first. Make the culture better. Be trustworthy, be kind and considerate, and become a better leader. Remember, your presence and position carries a responsibility regardless of the size of your sphere of influence.

Observe and consider how your immediate supervisor or senior leader wants to be communicated with. Communication is often divided into two categories: direct and indirect. Direct communicators prefer to communicate facts over feelings, be succinct, present clear and precise information, and ask specific questions.

Indirect communicators prefer to observe what is said as much as what is not said, read between the lines, avoid demands, and provide space for a proper response. Matching the communication style of the person you communicate with increases the likelihood of being heard.

Knowing what your senior leaders value helps determine how you can present your message in a way that will resonate with them. Leverage influencers in your organization to channel your message if your senior leaders prefer receiving communication from them. Finally, practice communicating during the optimal timing for your messages to be heard.

Chapter 6: Solve: Get Results with Minimum Friction

If you want your voice to be heard, you must deliver the right results because that is what is top of mind for your senior leaders. Think of results as your microphone. You can yell and scream to get attention, or you can use an amplifier and a microphone to confidently whisper your message.

If you want to stand out, you must deliver the results your senior leaders want. Some of the most important areas of interest to your leaders include: maximizing profit, achieving strategic goals, outperforming competitors, minimizing expenses, cultivating a healthy organizational culture,

establishing financial stability in the organization, attracting and retaining qualified talent, increasing customer satisfaction, and more. Ask them to define their desired outcomes. Stay empowered to define the processes that will lead you to the solutions for those outcomes. Leverage data and stories to communicate how you and your team are supporting the organizational strategy and the change in your workplace. Practice achieving and communicating metrics that your senior leader values to optimize your messages being heard.

Part 3: The Future

Chapter 7: Becoming Change Resilient: You and Us

Change resilience is about an entire ecosystem that nourishes, challenges, encourages, supports, and then surprises each of us. But here's the hard truth: change resilience is not about you; it's about us, together, because our interdependency and connection are precisely at the heart of resilience. The purpose of growing your change resilience is so you can discover the strength to uplift and refuel yourself, give yourself endurance, and propel yourself beyond your perceived limitations.

Aside from deploying collective efforts to build change resilience, you can expand on your own personal resilience to help you with organizational change specifically in the areas of your mind, body, and soul.

The best way to build your mental resilience is to feed your mind new ideas and new challenges and to create new thought patterns. On the other hand, the worst thing for building resilience is stress. Replace limiting thoughts with uplifting thoughts. Remember, the greatest weapon against stress is our ability to choose one thought over another. Choose to reframe your thoughts in a positive light instead of letting stress take over.

A healthy body is always better equipped to handle stress. Drink plenty of water, eat healthy foods, exercise, and do breathing exercises to build a resilient body. Nurture relationships and your spirituality to build a resilient soul. Practice reappraising your circumstances to grow your change resilience.

Chapter 8: Your Resilience Blueprint: Beyond the Horizon

The Resilience blueprint is a personalized document that will help you become more resilient and agile in the face of unpredictable circumstances, such as organizational

change, so that you feel grounded and unwavering; it will help you move from your comfort zone, where you feel safe and in control, into your growth zone, where you achieve your purpose.

A resilience blueprint begins with a daily declaration to inspire you, center you on your vision, and guide you along the path forward. Following the declaration are your thoughts on these eight components:

- **Daily declaration.** In this section of the blueprint template, write a few encouraging and motivating sentences that will serve as a daily reminder of the way you are choosing to live your life.
- **Gratitude.** When you begin to count your blessing regularly, gratitude oozes out of your heart and you realize that life is full of joyful micro moments. An attitude of gratitude has the power to change you in a positive and long-lasting way.
- **Mindset.** Your mindset shapes your behavior, impacts your results, and carves out your influence. The most important voice defining your identity is yours. Describe the mindset you strive for and include the phrases you can say to yourself when negative thoughts arise.
- **Guiding principles.** Your guiding principles are how you live your life. These principles will consistently direct your behaviors

Conclusion

When facing organizational change, have you been the hero or the victim? Have you been marginalized and made to believe that you are “not enough” in some way? Have you believed lies that have caused you great harm? What story did you tell yourself when workplace changes failed? What story did you believe?

Pause here just for a moment with me. Close your eyes, take a deep breath, and pause. This pause has the power to change your life. This pause represents your choice. I want to remind you that change is not happening to you. It is happening for you. That said, keep on growing, adapting, and transforming our world for the better. Our future is in your hands.

No one ever suggested that guiding a company is easy. But the capacity you have to lead change in your company can also change lives for the better. That's a worthy goal. And remember, inside every challenge lies an opportunity.



Pam Marmon is the CEO of Marmon Consulting, a change management consulting firm that provides strategy and execution services to help companies transform. From executives at Fortune 100s to influencers at all levels, Pam helps leaders achieve lasting organizational change with minimal disruption. Pam is the bestselling author of *No One's Listening* and *It's Your Fault*. She is also the creator of the LESS change management framework.

Speak Up or Stay Stuck: Get Your Voice Heard When Fast and Forced Change Happens in the Workplace by Pam Marmon ©2023 by Pam Marmon. Summarized by permission of the publisher, Lioncrest Publishing. ISBN 978-1544538839. Published by Soundview Executive Book Summaries®. Copyright © 2024 Soundview, Inc. All rights reserved. Reproduction in whole or in part is prohibited. For permissions and reprints, please contact service@summary.com. 46SS01B
