



TransformingLives.Coach

ADJUSTING ANCHORS FOR ORGANIZATIONS

Instructions

Create an Anchors Inventory

Before you think about adjusting your anchors you need to know what they are. This takes some time and reflection; remember, they tend to operate below the surface. Each of us has our personal anchors, and we need to pay attention to those. For this exercise, focus on the anchors that are shared with your team and other colleagues. You can repeat this exercise at the personal level and/or with family and friends. Here are some things to think about.

- **People:** *Who are the people in our work life that provide us with a sense of stability and security?* (e.g. colleagues; a supervisor; a support staff person; write down each person's name)
- **Beliefs:** *What are the beliefs about the work that we are doing that provide me with a sense of stability and security?* (e.g. we are making a positive difference in the world; write each one down)
- **Traditions:** *What are the traditions in our work life that provide us with a sense of stability and security?* (e.g. celebrations; write down each tradition)
- **Things:** *What are the things in our work life that provide us with a sense of stability and security?* (e.g. our meetings; write down each thing)
- **Ways of Doing:** *What are the ways of doing in our work life that provide us with a sense of stability and security?* (e.g. how we conduct meetings; our policies and procedures; write each one down)
- **Ways of Being:** *What are the ways of being in our work life that provide us with a sense of stability and security?* (e.g. we are team players; write each one down)
- **Other:** *What other anchors have we not listed?* (write each one down)

Identify Your Sea Anchor(s)

Sea anchors are used by ships on the open water during major storms. They float under the surface and keep the ship facing into the turbulence so that it doesn't capsize.

- **Sea Anchor(s):** Review your anchors inventory. Identify the anchor or anchors that you as a team can count on to keep you facing into the turbulence that you are now experiencing. Most often sea anchors include key people in our lives and/or a shared purpose.

Determine Adjustments to be Made

Now it is time to determine what anchors adjustments have to be made. Again, ask yourself the following questions.

- **They've Been Changed:** *What anchors that we identified earlier have been changed as a result of the coronavirus pandemic? For each anchor you identify, Do we have to adjust this anchor, adjust to this anchor, or some of both? (e.g. Used to working in teams face-to-face all the time, but now confined to our home offices, and we have to adjust to this)*
- **Nothing's Changed:** *What anchors that we identified earlier have not changed as a result of the coronavirus pandemic? For each anchor that you identify, Do we have to loosen my hold on this anchor, hold it more tightly, let it go completely, and/or leave it just the way it is? If changes are required, What changes do we have to make in our relationship to this anchor? (e.g. Our departmental relationship has not changed; we need to work together to figure out how to maintain that while working from home every day)*
- **Review Adjustments:** People only have a limited capacity for change. For each of the changes that you have identified, ask yourself this question. *Is it a **good idea** for me to make this change, or is it **essential**?* If it is a good idea, take it off the list.

Give Yourself Permission

Sometimes the only thing that stands between us and change is... us. For example, I just completed anchors work with the CEO of an international company. She works hard at the office, including eating at her desk, so that she can get home to your young children for dinner. Now that her children are home full-time, it is important that she not "lock them out of the office" from early morning until late afternoon. She had to give herself permission to break up her day, including eating lunch with her children instead of at her desk.

- **Permission:** For each of the changes that are imperatives, ask yourself this. *What permission, if any, do I need to give myself in order to make this change?* The response to this question may vary by individual; there may not be a team response.

Prioritize and Adjust

Now it's time to ask yourself, what is **the** most important anchor adjustment I can make now? Don't tackle them all at once; that is a guarantee of overload. Don't prioritize the full list; too much remains uncertain and it is likely your priorities will have to change over time. Take them one (or at best a few smaller ones) at a time. Adjust your anchors to support your work from home success.

ADJUSTING ANCHORS TEMPLATE - ORGANIZATIONAL

The table below includes a few examples. It is a Word table. Feel free to add, delete, move around, create other categories, and edit as appropriate for your anchors.

THE CHANGE

Briefly describe the change that you are seeking to address and how it is affected and/or will affect your life.

ADJUSTING ANCHORS TEMPLATE - ORGANIZATIONAL

Anchor	Description	Relationship (Same, Different, End)	High-Level Change Plan	I Give Myself Permission to...
<i>Example: My workspace</i>	<i>I've been in the same workspace for 12 years; it was my home away from home</i>	<i>It's been changed; it's important to me</i>	<i>Simulate it in my home office, e.g. how my desk is set up; also, consider how I will change it when I return</i>	<i>Be creative; mourn the loss and think ahead</i>
<i>Example: My use of commuting time</i>	<i>I use public transportation, so I spend 20-30 minutes each way listening to business podcasts</i>	<i>It's been changed; my home office is a 10-second commute from where I sit in the living room</i>	<i>Set aside time before and after I start working at my desk to listen to business podcasts</i>	<i>Very the time to less or more than when commuting, or shift time, but always do two sessions per day</i>
<i>Example: Organizational mission</i>	<i>Everyone is here because they deeply believe in what we are doing</i>	<i>Same: This is a sea anchor for me; it helps keep me grounded</i>	<i>Remind myself of our mission every day as I sit down at my desk</i>	
PEOPLE				
My self (enter your name)				
Our team (you may want to call out different team members)				
My clients (you may want to call out different clients, and/or different groups of clients)				
Our support employees (you may want to call out different support employees, e.g. custodial, administrative, cafeteria)				

ADJUSTING ANCHORS TEMPLATE - ORGANIZATIONAL

BELIEFS				
Our organizational mission				
Our organizational values				
TRADITIONS				
Company traditions (you may want to list individual ones)				
Departmental traditions (you may want to list individual ones)				
Traditions with colleagues (you may want to list individual ones)				
THINGS				
My workspace				
The technology I use				
What I produce				

ADJUSTING ANCHORS TEMPLATE - ORGANIZATIONAL

WAYS OF DOING				
My use of commuting time				
Policies and procedures				
The way we really get things done				
MY WAYS OF BEING				
Team player				
Balance accountability with empathy				
OTHER				

FOR MORE INFORMATION ON MY WORK

Brian Gorman is an International Coach Federation (ICF) certified professional coach and change management guru. He brings five decades of change experience and study into every coaching conversation. Brian serves individuals as well as organizations facing, or in the midst of, transformational change. He has worked with clients as large as Merck Manufacturing, as well as startups and individual leaders. He's the type of person who taps into the core of the matter, helping each individual maximize their professional and personal potential. Brian works both one-on-one and with teams. He is a member of the Forbes Coaches Council and a frequent contributor to Forbes online publications.

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