

Leading People Through Change



Today

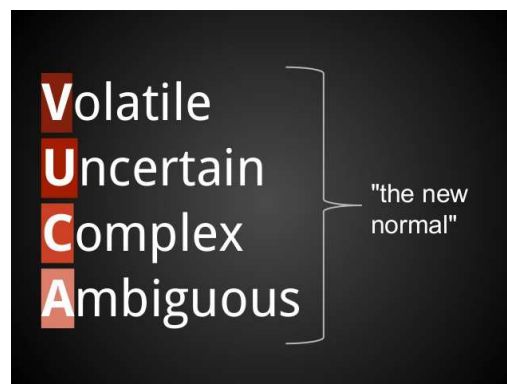
- Understanding the role of the leader in change management
- Communicating change
- Leading and supporting people through change
- Reviewing change
- Awareness of sources of support
 - For you
 - For your team

Your Top 10 Change Management issues:

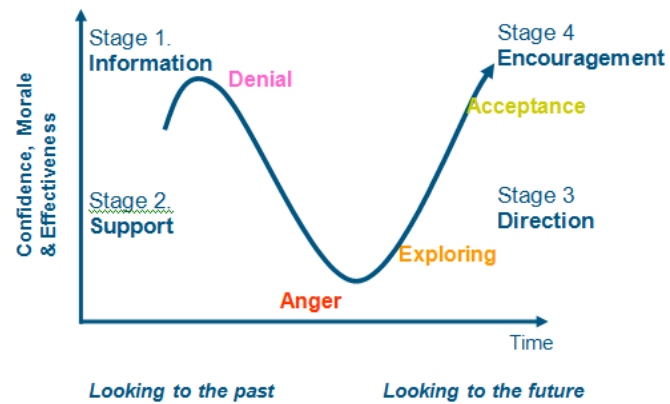
- Questions
- Pitfalls to avoid
- Challenges
- Concerns



A VUCA world?



The Change Curve



The Change Curve: where are my staff/am I at? (Kubler-Ross)



Change and transition

- *Change* is situational & external
- *Transition* is about psychological readjustment & internal
 - May have implications for sense of identity
- 'Change' may be achieved relatively quickly
 - Personal transition can take longer
- Can be seen at an organisational level as well as at personal level
 - May need a period of consolidation
- People can be supported through transition by various processes

The Change Journey



Engaging people in the future state (Bridges)

- **Purpose** – Start with Why
- **Picture** – paint the future state, help people to picture this in ways that are meaningful for them
- **Plan** – explain how we will get there, and where we are at each point
- **Part to Play** – what is the active contribution each can make?
 - These all have implications for the communications plan

Communicating Change

- **Crafting the Key Messages**
 - What messages, to whom, and when
 - How to sell the change
 - Highlight the anticipated improvements
 - Address the likely concerns
 - Consider agreed responses to common questions
- Intention vs. message received
- Exercise: Crafting our Key Messages



Communicating change & Responses to it

- What's going on for your colleagues?
 - How much do they have invested in the present?
 - Their previous experience of change?
 - Self-image & job – an issue for some
 - What reactions are you seeing?
- ***All will experience it differently, & you will need to tailor your response to each accordingly***

Understanding Responses to Change

- Locus of Control
 - How 'in control' do people feel?
 - Internal: feel in control, External: feel out of control
 - May be different to how *you* feel
- Comfort Zones
 - Change may push them out of theirs (and you out of yours)

Communicating the Change message

- Communicate x3 – patience required from you
- Intention vs. impact of your messages
 - Test for understanding
- Formal & informal processes
 - Announcement & follow-up

Your personal visibility

- Enhance your visibility in times of change
- 'Management by Walking About'
- Pick up on issues – address quickly
- Sense changes in mood – in team or individuals



What you say and how you say it

- The Words
- The Music
 - Tone of voice
- The Dance

words
have
power



Delivering the message: the importance of preparation

- Self-preparation
 - Managing your emotions & confidence
- Rehearsal
- Controlling the environment
 - Interruptions, layout, privacy
- Clarity about the message...& repeat
- Handling questions
 - & emotions
- Keeping consistent & being authentic
- Test your message with HR/Comms/PMO

Delivering the message

- Be clear on the message you are delivering
- Active listening & paraphrasing by you – and by them
- Do this at the meeting & at all subsequent 1:1s
- Ask how often they would like to meet – some control
 - they may revise this
- Open door policy
- Let them be how they are: don't seek to impose a 'mood'. Be authentic

Exercise: Listening Qualities

- When you were going through change or another challenging situation:
 - How was your manager with you?
 - How would you have liked them to be?

Observing team members

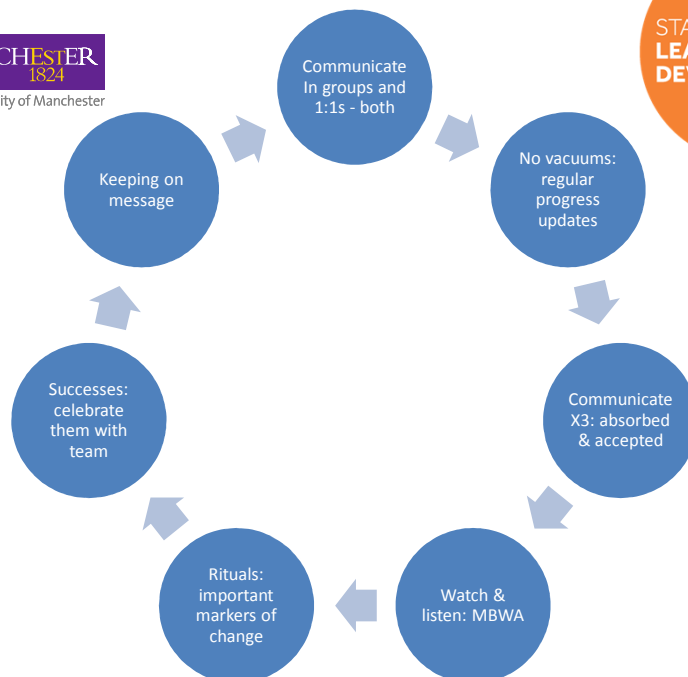
- Signs of coping & of not coping
- Recognise signs of people getting 'stuck' (change curve)
- Tailoring your approach
- Maintaining a healthy lifestyle
 - You & your team members
- Sources of support
 - You & your team members
- Helping others build their personal resilience

Sources of Support

- For you
 - HR Partner, SL&D team, colleagues
 - Coaching
 - Counselling
 - L&D Toolkit e-learning resources
- For your team members
 - You, colleagues
 - HR Partner, SL&D team
 - Resilience through Change events
 - Counselling (self-referral)

Rituals

- Recognise the importance of rituals for closure & new beginnings
 - For individuals & for the team
- Celebrate personal successes
 - Formally or informally



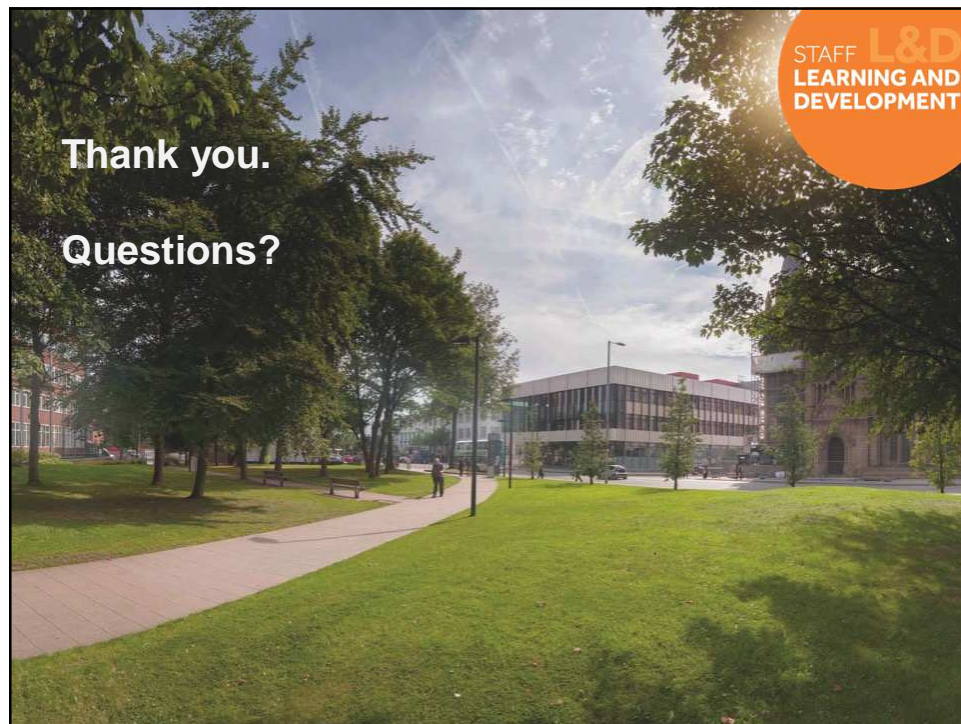
Reviewing change

- Expectations & actuality
 - What happened?
- Under pressure
 - We revert to type
- How did you respond?
 - Surprises?
- How did your team respond?
 - Surprises?

You cannot *not* communicate: be aware of the 'shadow' of the leader



- *From the moment you walk on campus – to when you get your lunch – to when you bump into someone in the corridor – to when you leave campus – **you are communicating all the time***
- *And people will react to this*



Understanding change in organisations

- Why should anyone be convinced?
- W.I.I.F.M - What's In It For Me?
- Goal: acceptance of the message and commitment to it
 - Outcome influenced by your behaviours:
 - What you say & how you deliver it
 - How you follow-up
 - How you involve people in the implementation

The Change Equation

(Beckhard et al.)

$$C = (ABD) > X$$

Amount of change which will be achieved (C) is equal to the total of:

- A: Dissatisfaction with the status quo
- B: A defined, desired future state
- D: Identifiable practical first steps

The total of which must be **greater than**:

X: The **perceived cost** of change

Internal Locus of Control

- 'The harder I practice, the luckier I get'
- Gary Player



Delivering difficult messages

- Your goals:
 - To deliver the message clearly & objectively
 - To ensure the team member has understood the message
 - Not for them to necessarily like the message
 - Acceptance of the message may take longer

Delivering the message to your team & to individuals

- Difference between *intention* & *impact*
- Some may not see the vision applying to them
- Recognise the message may (temporarily) damage your relationship with them
 - A sense of ‘you and them’
- How you handle the ongoing period may grow the relationship with them: respect, trust, openness, honesty
- Give them space and time
 - Some will want to talk, some will not

Leading through change

- Use of physical space: be sensitive
- Demonstrate that 1:1s & team updates are important
 - Honour arrangements *even if there is nothing ‘new’ to communicate*
 - Your team/individuals may have new matters to discuss
- Congruence in your personal communications
 - The words, music & dance

Embracing the Change

- Consider new ways of working, new configurations
- Seek inputs, ideas & reactions from team members where appropriate
 - Be clear what is 'up for debate' & what is not

Key do's and don't's

Do

- Take questions away you cannot answer & get back
- Buy time if unsure how to respond
- Be honest: 'I don't know'
- Give your attention
- Honour commitments you make

Don't

- Trivialise a situation
- Use humour if not sure how it will be received
 - If in doubt – don't
- Say a certain outcome is likely – you don't know
- Half-listen because you are busy