

Leading People Through Change



Objectives

- Understand psychological reactions to change in order to better inform how to communicate change, and support teams through it
- Recognise the role of the leader in communicating change effectively
- Implement a method of change engagement and be aware of sources of support
- Identify how change can be reviewed

A VUCA world?

VUCA	<u>V</u>olatile	The environment demands you react quickly to ongoing changes that are unpredictable and out of your control
	<u>U</u>ncertain	The environment requires you to take action without certainty
	<u>C</u>omplex	The environment is dynamic, with many interdependencies
	<u>A</u>mbiguous	The environment is unfamiliar, outside of your expertise

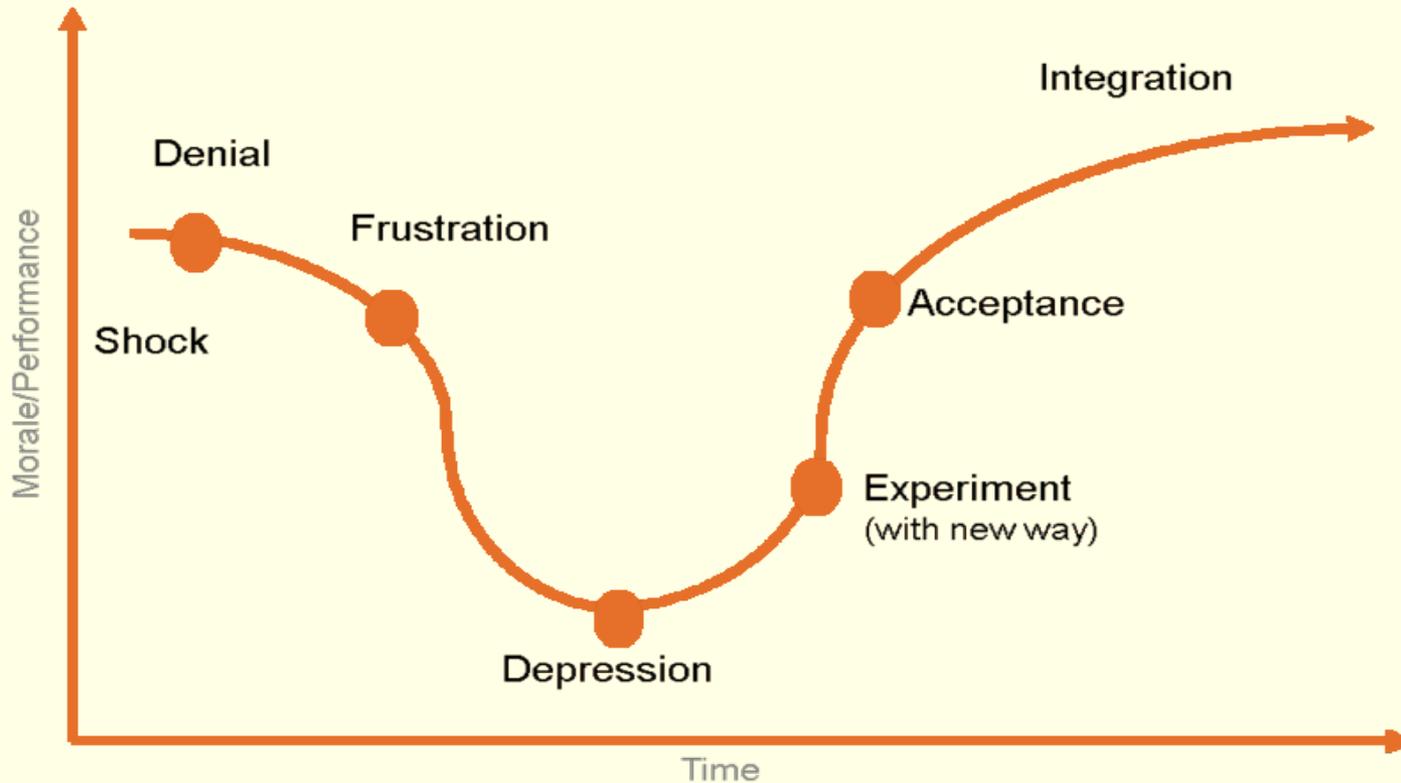
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Personal reactions to change

The Change Curve (Kubler-Ross)



Change and transition

Change

- Situational
- External
- Can be achieved relatively quickly
- Less implications on a psychological level

Transition

- Psychological
- Internal
- Personal transition can take longer
- May have implications for sense of identity

The new site, the new boss, the new team roles, the new policy.

Transition is the psychological process people go through to come to terms with the new situation.

William Bridges, Managing Transition

Responses to Change – Locus of Control

How 'in control' do people feel?



Comfort Zones

Change may push them out of theirs (and you out of yours)

Keep in mind...

Observe your team:

- Signs of coping & of not coping
- Recognise signs of people getting 'stuck' (change curve)
- Keep in mind wellbeing and sources of support



Recognise the importance of **rituals**
for closure & new beginnings

Celebrate personal successes

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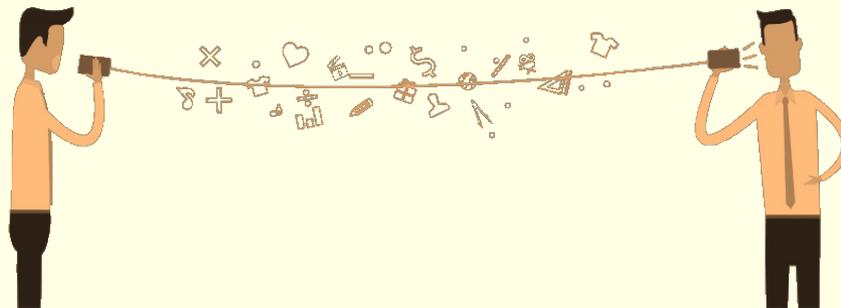
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Your role in communicating change

The leader as the communicator

Think about when you were going through change or another challenging situation:

- How was your manager with you?
- What did you learn from this in terms of your communication?



Your personal visibility

- Be aware of the 'shadow' of the leader
- Enhance your visibility in times of change
- 'Management by Walking About'
- Sense changes in mood and pick up on issues – in team or individuals



Communicating the message

Communicate, communicate, communicate!

- Use different methods (formal and informal)

Check for understanding

- Intention vs. impact



What you say and how you say it

- The words, the music, and the dance

Preparation and delivery

- Self-preparation, rehearsal and self-management
 - Test your message
- Manage the environment
- Be consistent, allow authenticity for yourself and the group
- Use listening skills, and follow up by other methods



"What if, and I know this sounds kooky, we communicated with the employees."

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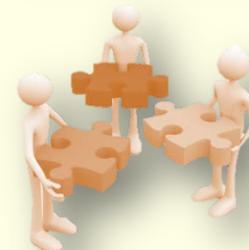
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Engaging people in change

Engaging in Change – Bridges 4 P's

- **Purpose** – ‘The Why’ of what the change is about
- **Picture** – ‘The Vision’ of the future state, attractive and meaningful
- **Plan** – ‘The How’ of getting there, including progress
- **Part to Play** – ‘The Role’ what is the contribution of each person

PURPOSE



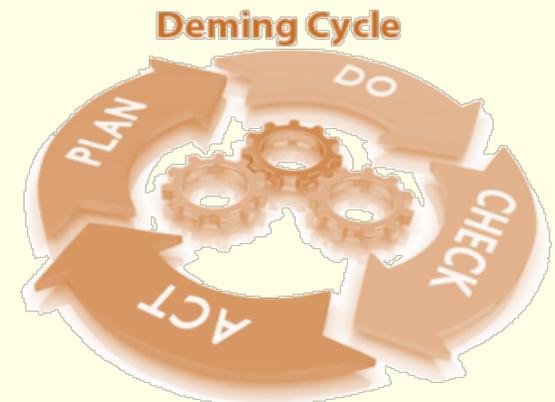
Reviewing change

What to do

- Gain feedback
- Consider and share lessons learnt (both positive and negative)
- Satisfaction of key stakeholders
- Has the change achieved the intended outcomes?

How to do it

- Consider different methods
- Include as many people as possible



Sources of Support During Change

- L&D Toolkit e-learning resources
- Human Resources (including SL&D team)
- Other colleagues
- Coaching
- Resilience Through Change events
- Counselling (self-referral)



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Review, Questions and Planning
