

LEADING THROUGH CHANGE

LEADERSHIP ROLES

SPONSOR –

- Provide overall purpose, direction, and guidance about the change
- Actively and visibly support the change
- Communicate how the change will impact the business or organization

MANAGER –

- Support and advocate for team members throughout the change
- Lead by example (i.e., change acceptance, behaviors)
- Communicate how the change will directly impact team members

REMINDER:

- While some people embrace and thrive on change, for others, it can be a difficult or uncomfortable experience
- Fears and feelings of loss can often outweigh positive feelings about the future benefits of a change
- The spectrum and journey of emotions during the change lifecycle is different for each individual team member. There is no one size fits all experience.



MANAGER RESPONSIBILITIES

Communicate Regularly to Increase Awareness

- ✓ Remind team WHY the change is happening
- ✓ Emphasize the What's in it for Me (WIIFM) aspect
- ✓ Distribute communications as requested by VR&E

Champion the Change

- ✓ Visibly and actively support the change
- ✓ Encourage involvement in development activities
- ✓ Socialize how the solution has tangible and intangible benefits; highlight

Support Your Team

- ✓ Hold open conversations about the planned changes and listen to concerns
- ✓ Set expectations and priorities to align to project goals
- ✓ Reward participation and innovation

Liaison with Project and OCM Teams

- ✓ Share employee needs and feedback for consideration of inclusion into the solution
- ✓ Understand project milestones and progress
- ✓ Request help, answers, and additional support

Manage Resistance

- ✓ Recognize that it is a normal behavior
- ✓ Identify when it happens and take steps to resolve it

TOP 10 WAYS TO MANAGE RESISTANCE

1. Eliminate misunderstandings.
2. Engage in honest and open dialogue with your team about the change.
3. Showcase the value and benefits of the change.
4. Acknowledge feelings of loss or fears about the change.
5. Extend a personal plea and emphasize the importance that the person accept the change.
6. Communicate what will remain steadfast even after the change.
7. Remove obstacles causing resistance for people.
8. Give the change a try...then ask your team to do the same and discuss feedback.
9. Invite the most resistant team members to become involved in the solution.
10. Intervene early to allow for more opportunities to address change resistance.