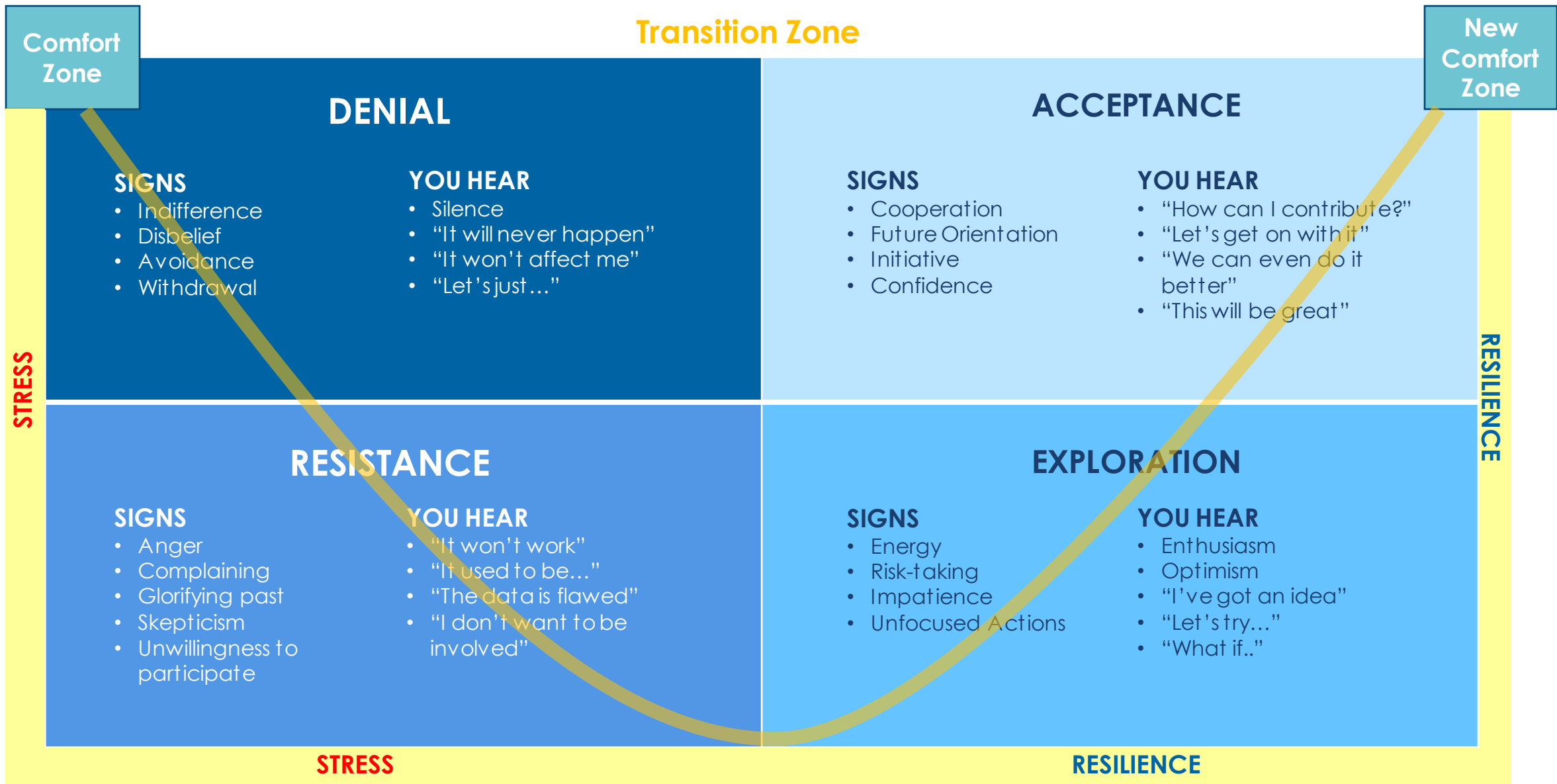


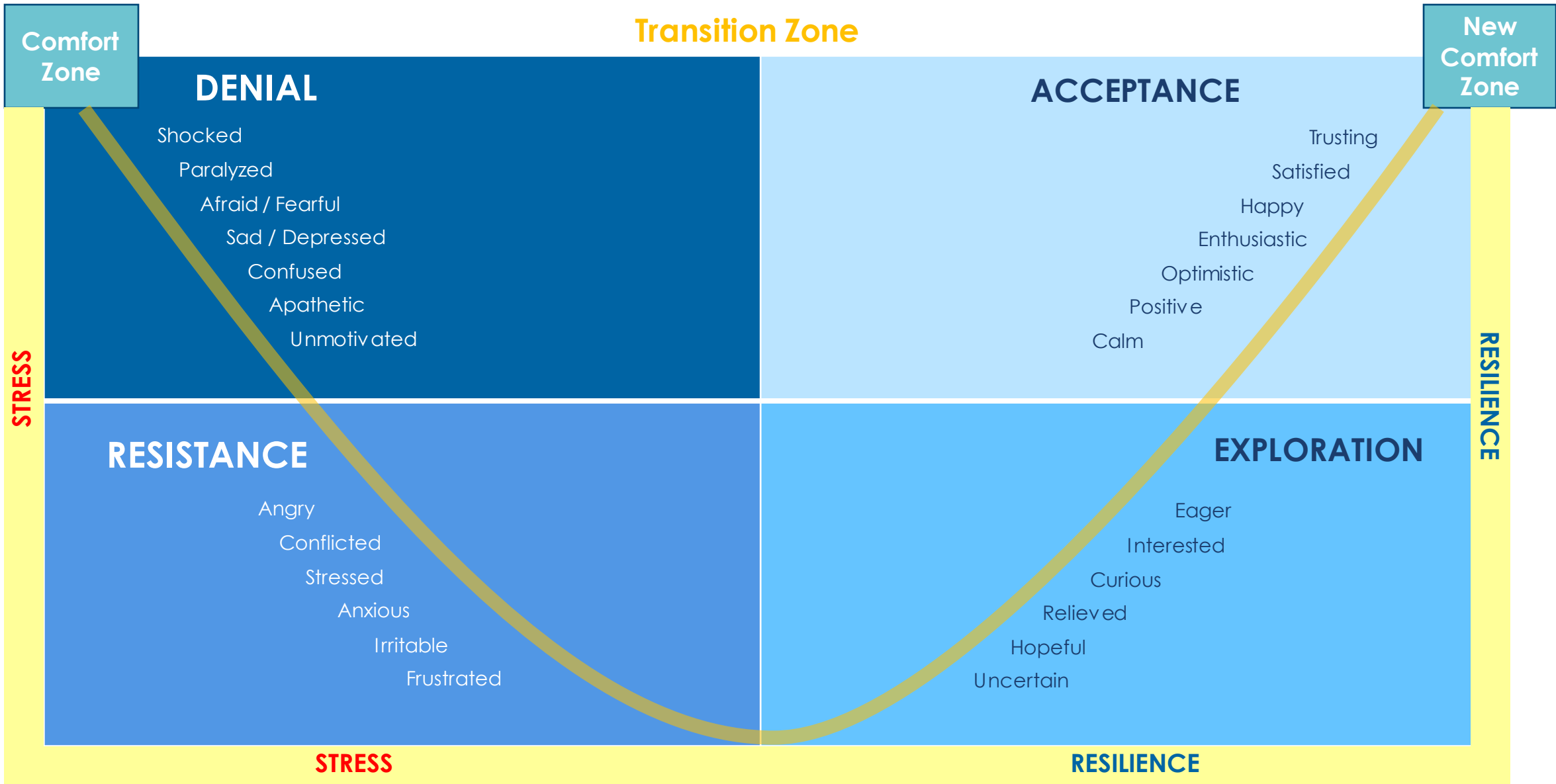
Navigating Change

Leadership Guide

The Emotional Change Curve



What You or Your Employee May Feel



Strategies for Mitigating Impact of Change

DENIAL

- Accept the overwhelmed feeling and need to digest what is occurring.
- Beware of changes in yourself and notice whether you are “centered” about the change.
- Recognize with the employee that you notice changes in their performance or behavior in a non-judgmental manner.
- Take time to have employees express their thoughts and feelings about the change.
- Explore the employee's understanding for the reasons behind the change. This gives understanding of what you might need to convey to them.
- Keep information flowing to all employees. Listen and capture their questions. Seek answers and provide follow up whenever possible.

ACCEPTANCE

- Focus on the future and what is new.
- Acknowledge and recognize behavior changes.
- Invite employees to coach or mentor others not as far along in the process.
- Celebrate progress, including both little wins and big wins.
- Remain well connected with continuous support and encouragement and ability to quickly reinforce, redirect, or adjust, as needed

RESISTANCE

- Acknowledge feelings, but don't permit inappropriate behavior.
- Recognize that anger will occur. Keep your own feelings in check and seek to understand the triggers in yourself and others.
- Try to understand the reasons behind the resistance. What is the loss, perceived loss, or fear?
- Show you value the past, while finding ways to help them let go of it.
- Articulate the positive aspects of change, and how individuals, the team, and the organization can benefit.
- Seek opportunities to address loss/perceived loss or to remove the fear.

EXPLORATION

- Provide practical encouragement and inspiration.
- Help reprioritize and consistently reinforce positive actions. Without positive reinforcement, employees can sink back into resistance.
- Focus on early wins and showcase actual or potential benefits.
- Provide information and training, when needed.
- Involve employees in planning, process improvements, and setting goals.

Communicating Change

Leadership Guide

Communicating Change Messages

Before You Communicate:	<ul style="list-style-type: none">• Consider Impact of information<ul style="list-style-type: none">○ <i>What is the likely impact?</i>○ <i>What do you know about the group/the individual and how they are likely to respond?</i>• Consider using multiple forums (with preference for verbal before written)<ul style="list-style-type: none">○ <i>Leadership meetings/calls</i>○ <i>Team meetings/calls</i>○ <i>1:1 meetings</i>○ <i>Informal chats, stand up meetings</i>○ <i>Follow up emails</i>○ <i>Newsletters</i>○ <i>Townhalls</i>
When You Communicate:	<ul style="list-style-type: none">• Communicate often – update whenever able, formally or informally• Be consistent in communications and actions• Be repetitive – ideas sink in deeply only after heard many times• Be open and as candid as possible• Provide as much facts as possible• Acknowledge if you don't have answer and that you will find out• LISTEN to employees – two-way communication• Ask questions to learn reactions• Keep message simple – avoid jargon, “corporate speak,” or “technobabble”• Confront rumors head on – try to dispel with facts• Use metaphors, analogies, examples to better explain and help resonate
After You Communicate:	<ul style="list-style-type: none">• Follow up if you have any new information• Check in with group and with individuals for questions or concerns

Communicating Change Messages

Use Empathetic Communication

Techniques to Demonstrate Empathy	Key Steps and Sample Statements
<ul style="list-style-type: none">• Learn to put yourself in the other person's shoes• Project a sincere, empathetic attitude• Respond to their feelings in addition to the content expressed• Recognize that people have a right to their own point of view• Identify concerns of the individual• Ask open-ended questions• Don't interrupt, assume, or judge• Paraphrase or state what you heard in your own words• Continuously monitor and have frequent check ins	<ul style="list-style-type: none">• Recognize the presence of strong feelings• Pause to imagine how the person feels• State your perception and clarify, if necessary<ul style="list-style-type: none">○ <i>"I want to make sure I understand correctly"</i>○ <i>"It sounds like you're concerned about..."</i>○ <i>"Can you tell me more about that?"</i>• Validate their feelings<ul style="list-style-type: none">○ <i>"I can imagine that must be difficult"</i>○ <i>"That must be frustrating..."</i>• Respect their effort to cope with the predicament• Offer support and partnership<ul style="list-style-type: none">○ <i>"I'm committed to work with you to..."</i>○ <i>"Let's see what we can do together to..."</i>○ <i>"What additional support do you believe may help you most right now?"</i>

Communicating Changes

Phrases and Statements that Can Help

Plan	Be Open	Listen & Validate	Involve Employee	Offer Support
Be grounded in the change to better engage, support, and create clarity	<i>Today I'd like to talk about ... [the change]</i>	<i>Tell me how you see this?</i>	<i>What ideas do you have about this change?</i>	<i>I'm committed to work with you to...</i>
Take some time before to assess and prepare	<i>I wanted to get this to you as soon as possible, but don't have all the answers</i>	<i>I want to be sure I understand your concerns. What I heard is Is that correct?</i>	<i>Let's develop a step-by-step action plan</i>	<i>Let's see what we can do together to...</i>
Pick the best time and place to discuss	<i>I understand this may be challenging to implement</i>	<i>Let me see if I've got this right, You are saying...</i>	<i>What do you think would be a good solution?</i>	<i>What can I do to support your success?</i>
Avoid distractions	<i>What concerns do you have about this change?</i>	<i>It sounds like you are ...</i>	<i>I know this is new for you, but I'm confident you'll succeed because...</i>	<i>Knowing _____ is key to success for this change. What training, guidance or support would better prepare you?</i>
Be prepared to invite the listener to participate	<i>Tell me more about what is happening</i>	<i>I imagine that must be (difficult/frustrating/confusing...)</i>	<i>I can't do this alone. I need your support in these areas...</i>	<i>Let's agree to talk again</i>
Identify the likely obstacles/resistors	<i>I've noticed that you seem (overwhelmed, less patient, frustrated) lately. Am I correct?</i>	<i>I hear your points and I understand what you are saying.</i>	<i>This change will open up new opportunities for you including...</i>	<i>Please don't hesitate to check back with me if you need anything</i>

Communicating Changes

DO	DON'T
<p>Tie in “what does this mean to me” – Use examples of what employees need to do differently to help the change succeed</p>	<p>Think only about the information you need to share</p>
<p>Repeat, repeat, repeat. By the time leaders introduce changes, they likely have been working the issue longer, but employees may be hearing it for first time and may need reinforcement</p>	<p>Deliver a message once and expect everyone to “get it”</p>
<p>Act patient, even if you don’t feel it. How leaders answer questions means the different between encouraging employees to speak freely and shutting them down</p>	<p>Get irritated when hearing a question you’ve answered multiple times</p>
<p>Be a good listener. Letting employees give voice to their anxieties has been proven by researchers to release tension. Listen without commiserating (“I hear your concerns” ✓) and offer support of seeking answers to questions and working through the change together</p>	<p>Do all the talking. Commiserate (“I’m not happy about this either” ✗)</p>
<p>Answer difficult questions. Acknowledge if you don’t know details and assure you will share information as soon as you can.</p>	<p>Become defensive when someone asks a tough question. Make a guess of the answer</p>
<p>Keep boundaries while providing support and guidance. If employees have personal issues, listen for understanding and provide support by referring to appropriate resources (HR or employee assistance program: Life Resources)</p>	<p>Assume you know the employee’s personal issues. Give personal advice</p>
<p>Address resistance. Find ways to release resistance by acknowledging concerns, answering questions, and begin removing fears with information and support. Note: a benefit of resistance is learning of obstacles to address.</p>	<p>Ignore resistance and only force-feed positive elements of change. Consider this: a car might not move forward just by hitting the gas pedal if you haven’t released the break.</p>