Leading Change: Supporting your team

Making change stick is just as important as designing and rolling out a change. Pay attention to how your team is doing and invest time and effort in seeing them through the change.

There are three areas - the **head**, **heart**, and **hands** - in which change takes place, and all three need to be connected for change to be sustained.

HEAD	HEART	HANDS
Key Questions	**Key Questions**	**Key Questions**
• Does your team member understand why they need to change?	• Are they committed to the new way?	• Do your team members know what they need to do differently?
• Do they know how the change connects to the vision and strategy?	• Are they showing up to work engaged? Resistant? Disinterested?	• Does your team member have the knowledge and skills to do their work?
		• Do they know where to go if they need resources and support?
Tips & Tricks	**Tips & Tricks**	**Tips & Tricks**
• Discuss the business environment and challenges we face. Help people understand the broader context.	• Give people time to absorb the change and ask questions.	• For those who are starting to take action, be clear about priorities for action.
• Communicate more than you think you need to. Share information and updates, and reinforce the purpose of the change.	• Encourage people to talk openly about their feelings. Listen and acknowledge without responding defensively. Ask people what they need to make the change work for them.	• Encourage cooperation and collaboration. Recognize behaviors and results that are aligned with the change.
• Remind people about what's in front of them and how their work objectives keeps the organization going.	• Make yourself highly visible, available, and approachable.	• Know what resources are out there – from training to EAP – that you can direct them to.
		• Focus on what they can control.