

Leading Change: Understanding what you can do as a leader

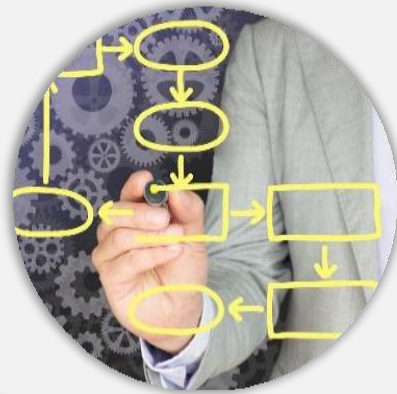


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A few truths about change...



Change is hard for most of us;
we are naturally hard-wired to resist it



Change is a process and
it's *personal*



People can get stuck; the key is help
people through the process



Too much change at once causes
"change saturation"



Change can be
effectively managed



People have a choice about whether
or not to make the journey

Recognize that resistance is normal, and people may react differently to change

I am fearful about my job.

I don't understand why.

I didn't even know there was something to change.

I don't know how to do it.

I don't want a new boss.

I don't understand how that will benefit me.

I am too busy trying to do my job.

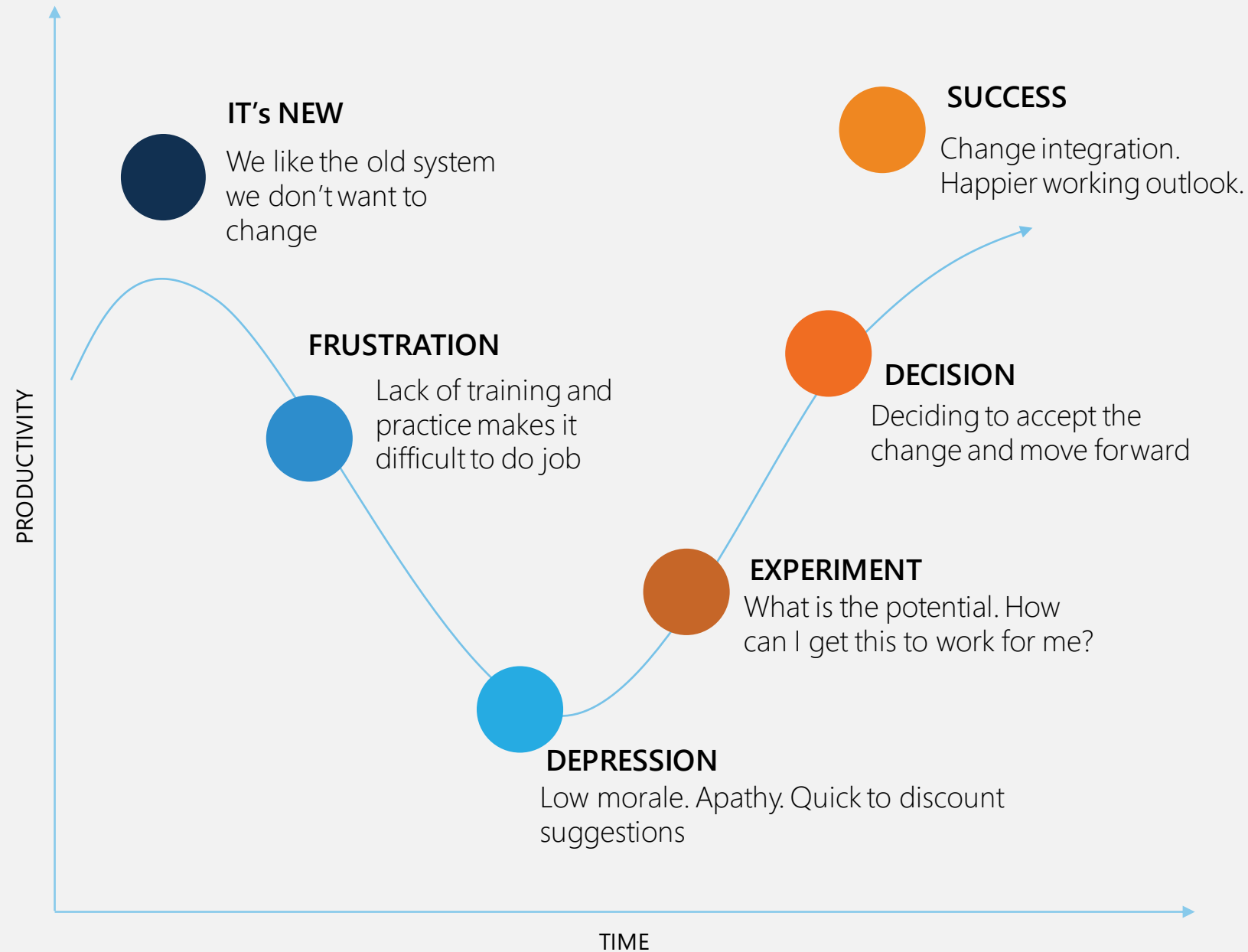
For all of us, navigating change is a journey and can be hard.

The goal of leading people through change is to reduce any dips in productivity or engagement.

We all process change differently and will be in various states of change at different times.

Depending on the magnitude and impact to us individually, some of us can process and adopt a change quickly. For others it may take longer.

Change tends to surface questions like why, when, what will happen, what does this mean to me and how do I do my job differently.



Kubler-Ross Change Curve

YOUR ROLE as a leader



Suggested DO's

- Communicate new information often and timely.
- Share what you know and what you don't know.
- Listen and empathize with other's concerns (understand where they are on the change curve.)
- Coach for patience and maneuver through the ambiguity.

Suggested DON'T's

- Downplay the concerns of your employees
- Force your opinion onto your team members
- Lose patience with others who need more to reach decision/acceptance.



BE ACTIVE & VISIBLE

Engage your team throughout the change. Be accessible and present to build support.

EXPECT RESISTANCE

Help coach people through resistance instead of trying to prevent it.

BE COURAGEOUS

Speak up when more support is needed. Answer tough questions or find answers if you don't know the answers.

REMOVE OBSTACLES

Overcome roadblocks and reduce barriers to keep progress moving forward.

BUILD A COALITION

Involve team members that can influence and provide support or expertise.

COMMUNICATE WHY

Meet with your direct reports. Repeat key messages, use multiple channels, and create two-way feedback mechanisms

EMPOWER

By delegating, you will give others development opportunities and help gain buy in along the way.

BE A CHANGE ADVOCATE

Role model the behaviors you want to see in your team

SAY THANKS

Reward and recognize. People want to feel appreciated. A simple thank you goes a long way.

Leadership behaviors

Want to know what you can do as a leader to help your team through change?

Practice these **nine** key leadership behaviors in times of change.

Questions or support?

Please reach out to ESD's Organizational Change Management team:



Email us:

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Find us on InsideESD:

<http://insideesd.wa.gov/resources/ocm>

