



Leading the Human Side of Change

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Leading the Human Side of Change

“Change has a bad reputation in our society. But it isn't all bad—not by any means. In fact, change is necessary in life—to keep us moving, to keep us growing, to keep us interested. Imagine life without change. It would be static, boring, dull.” — Dr. Dennis O'Grady



Impact of Change at Work

Poorly managed change or unattended change can impact employees and teams in many ways.

Impact on Employees:

- Increased absenteeism or presenteeism
- Decline in productivity or performance
- Lack of enthusiasm or initiative
- Higher levels of stress or anxiety
- Negative attitudes towards change or the organization

Impact on Organizational Health:

- Decreased employee morale and satisfaction
- Higher turnover rates and talent attrition
- Impaired team collaboration and innovation
- Slower pace of change implementation



Change versus Transition

Change



Change is External (Comes from 'outside').

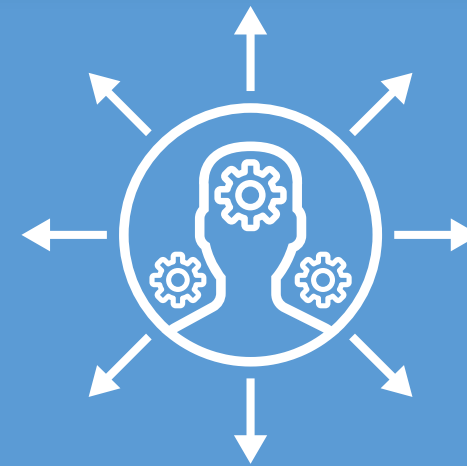
Situational (External forces create the need for change).

Change is an event that is situational and is external to us. It gets announced...you read about it in a memo...you can see it on a calendar.

External Forces and Decisions.

VS

Transition



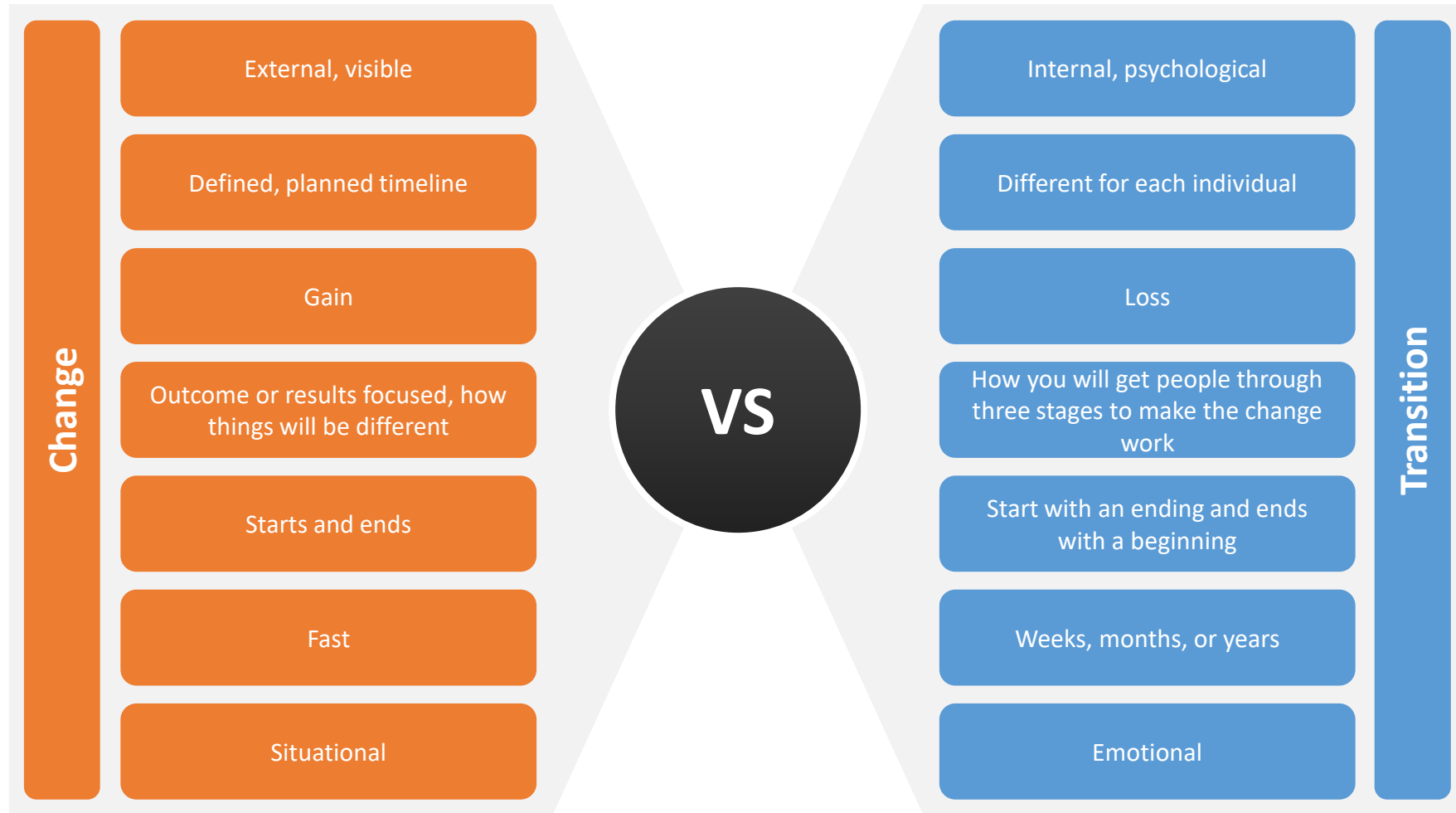
Transition is internal (Happens inside).

Psychological (An individual's reaction to change).

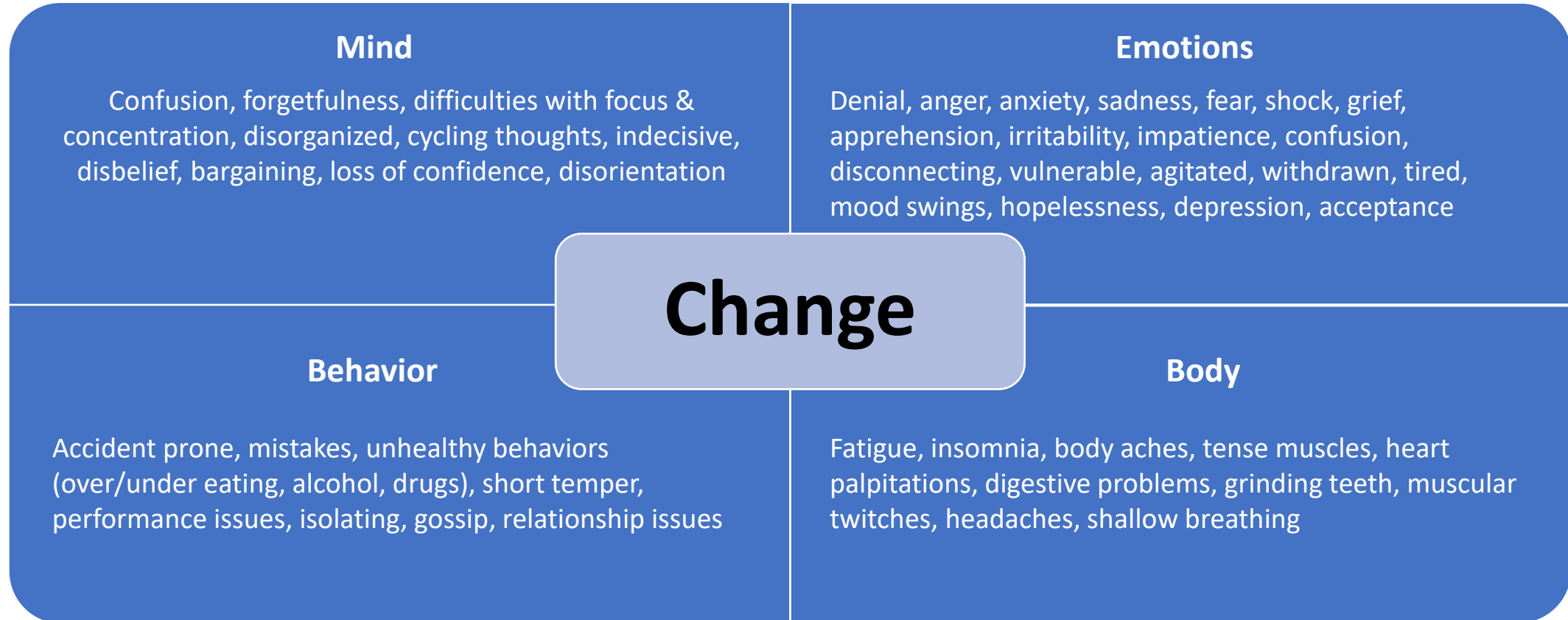
Transition is the gradual, psychological orientation process that happens inside as we learn to adapt to the external change event.

An individual's reaction to change.

Change vs Transition Continued



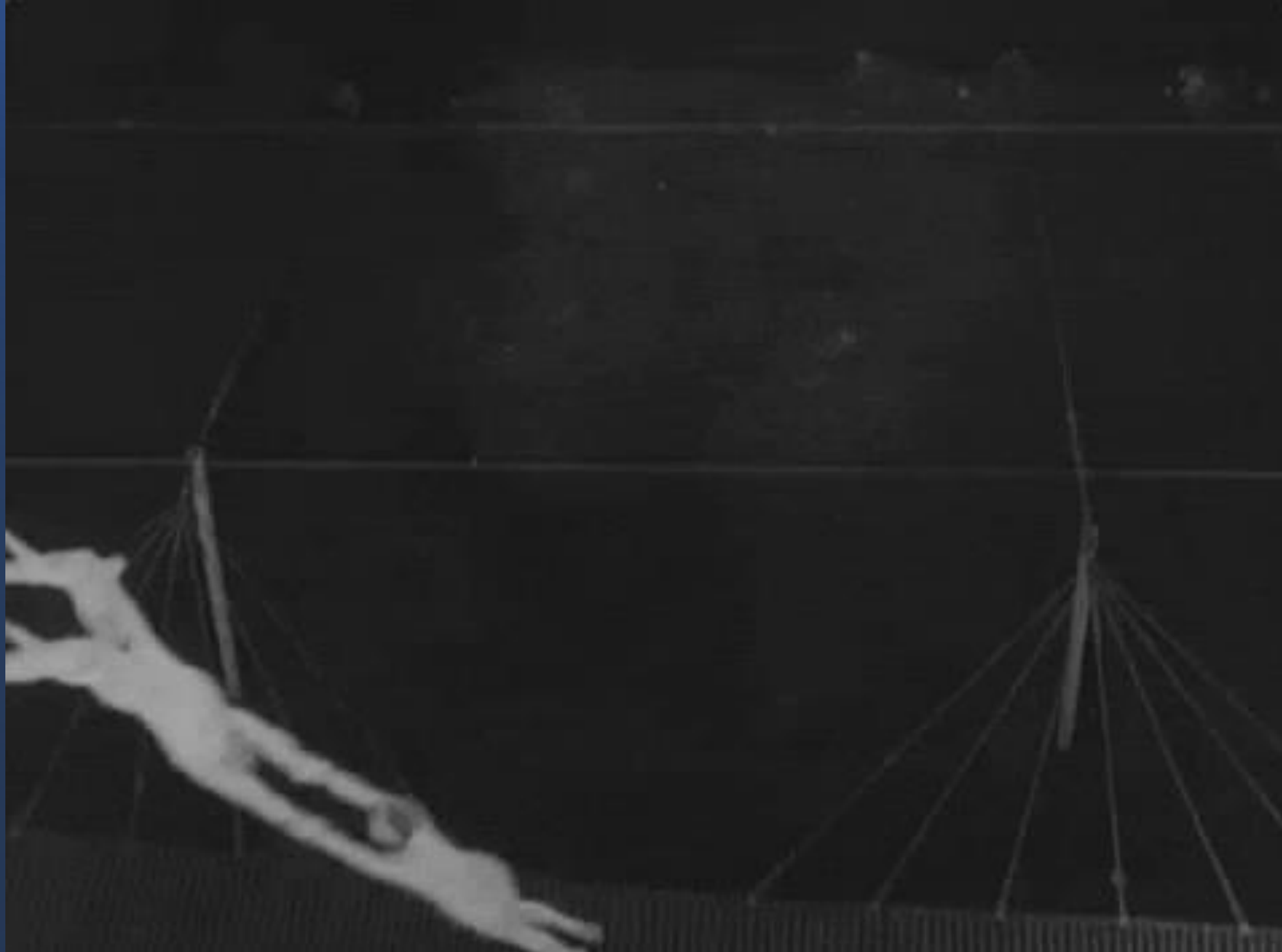
How Change Impacts Us?



The Marathon Effect



William Bridges' Transition Model Explained



Bridges Transition Model

Ending, losing, and letting go

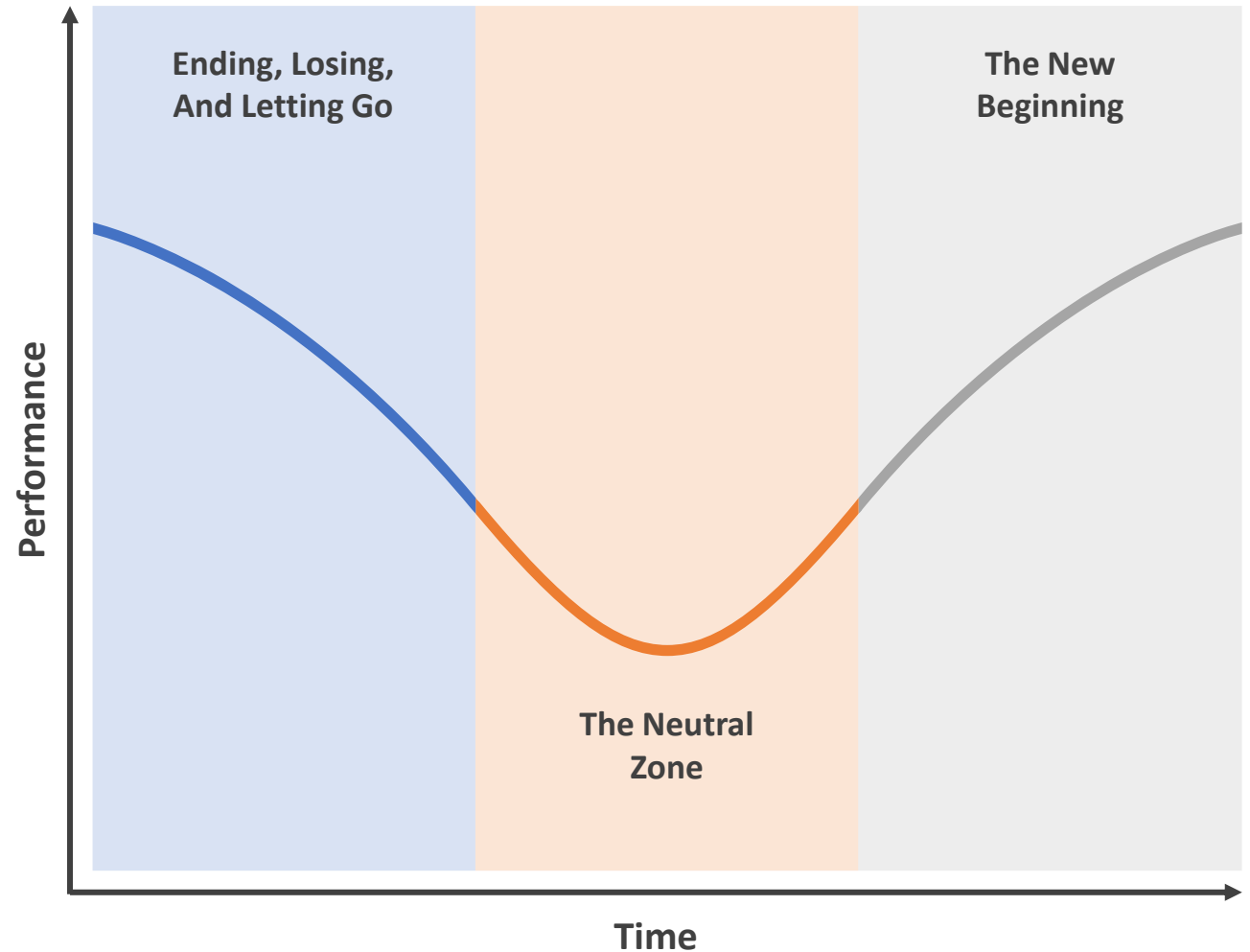
Is exactly what you'd expect. It's all about guiding people through the emotions associated with the change and communicating how their skills and knowledge will transfer to the new activities.

The neutral zone

The neutral zone is the bridge between the old and the new. It is likely to be the time when productivity is at its lowest and your employees most tempted to give up and revert.

The new beginning

The new beginning is when the changes have been accepted and energy is high. Here the main aim is to reinforce the changes, keep objectives clear, and to keep up the pace while you can.



Leading Others Through Change: Key Strategies

- **Clear Communication:** Set expectations and share the “why” behind the change.
- **Empathy in Action:** Actively listen and validate concerns.
- **Stakeholder Involvement:** Foster collaboration and shared ownership.
- **Be Present:** Model consistency and reliability during transitions.
- **Recognize and Celebrate Wins:** Highlight progress to build momentum.
- **Foster Resilience:** Equip your team with tools to navigate challenges.
- **Offer Support:** Provide resources for professional and personal growth.

Leadership Strategies: Know Your Leadership Self

What's Your Style?

- Enhances Self-Awareness
- Improves Communication
- Boosts Team Performance
- Facilitates Conflict Resolution
- Guides Professional Development

Your Response to Change

- Reflection
- Support
- Learning
- Stress Management
- Adjusting Goals

Self-Awareness

- Enhanced Decision-Making
- Authentic Leadership
- Effective Team Building
- Adaptive Leadership
- Increased Resilience

The Importance of Leader Presence in Navigating Change



BUILDS TRUST



ENHANCES
COMMUNICATION



PROVIDES
SUPPORT



DEMONSTRATES
COMMITMENT



GUIDES
EFFECTIVELY

Building Momentum Through Leadership

- **Lead with Empathy:**
 - Acknowledge emotional responses to change.
 - Validate concerns and provide reassurance.
- **Foster Psychological Safety:**
 - Create a safe environment where team members feel safe to express themselves.
 - Encourage open dialogue without fear of judgement.
- **Celebrate Small Wins:**
 - Highlight incremental progress to maintain momentum.
 - Recognize contributions publicly to inspire confidence.



Communication: The Cornerstone of Change

1. Be Transparent:

- Share the "why" behind the change.
- Offer regular updates to maintain trust.

2. Tailor Your Message:

- Adapt communication styles to different audiences.
- Use clear, concise language to reduce misunderstandings.

3. Practice Active Listening:

- Listen to feedback without interruption.
- Show understanding through actionable follow-ups.



Strengthening Teams During Change

1. Cultivate Trust:

- Be consistent in words and actions.
- Follow through on commitments.

2. Create Change Champions:

- Identify and empower influential team members to support change.
- Equip them with tools to motivate their peers.

3. Encourage Collaboration:

- Host workshops or brainstorming sessions to address challenges.
- Promote cross-functional teamwork.



Supporting Individuals Through Transition

1. Recognize Individual Needs:

- Provide flexible solutions based on personal circumstances.
- Offer one-on-one coaching or mentoring.

2. Address Resistance:

- Understand the root cause of resistance.
- Use empathy to guide conversations and find common ground.

3. Offer Tailored Resources:

- Share tools for stress management and resilience.
- Promote EAP services for personal and professional support.

Actionable Tools to Drive Change

1. Leadership Playbook:

- A checklist for navigating transitions.
- Scripts for addressing team concerns.

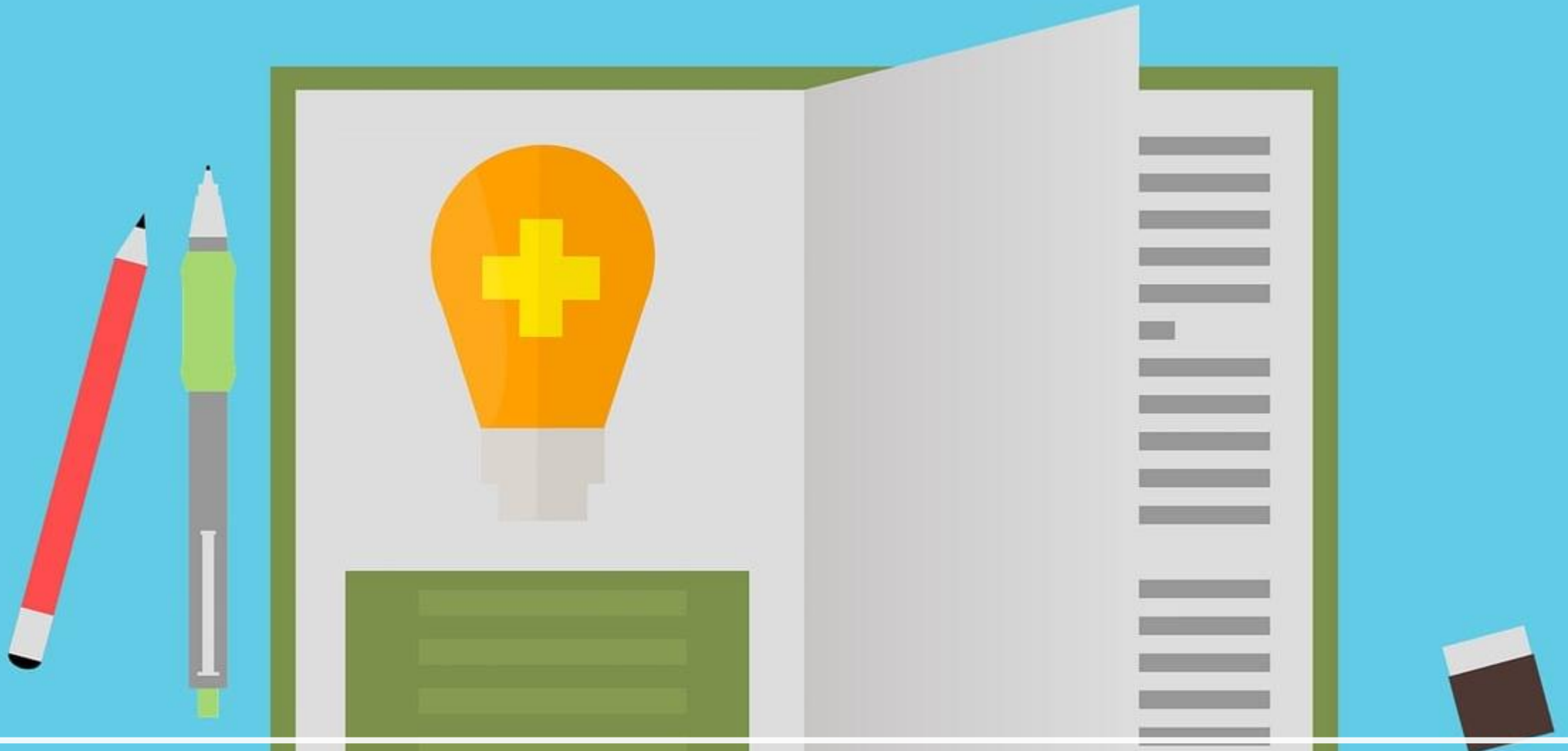
2. Feedback Loops:

- Surveys or feedback forms to gauge team morale.
- Use feedback to refine strategies in real-time.

3. Self-Assessment:

- Provide leaders with tools to reflect on their change management approach.
- Example: MindTools Leadership Quiz.





Embracing Change Together

Thank You



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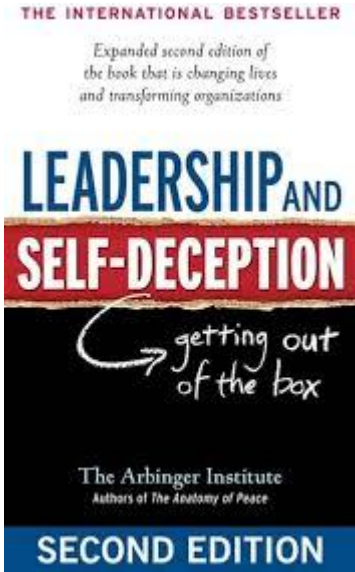
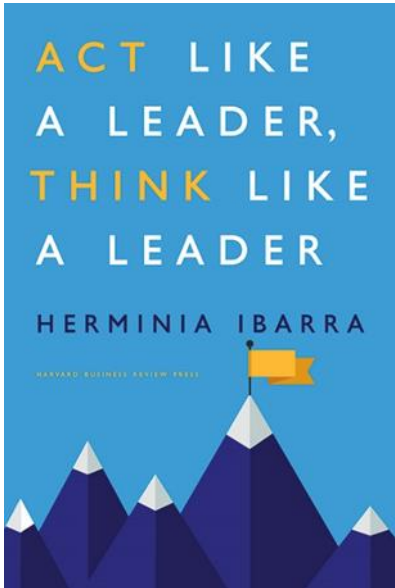
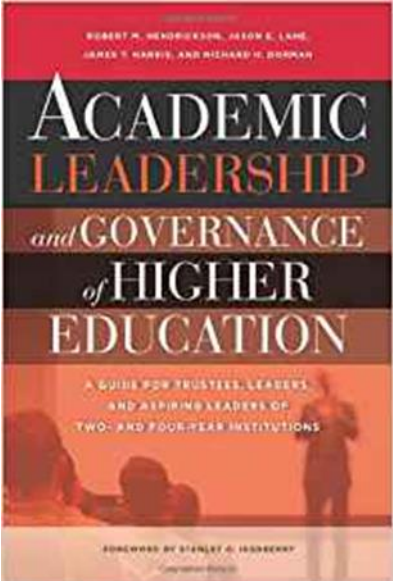
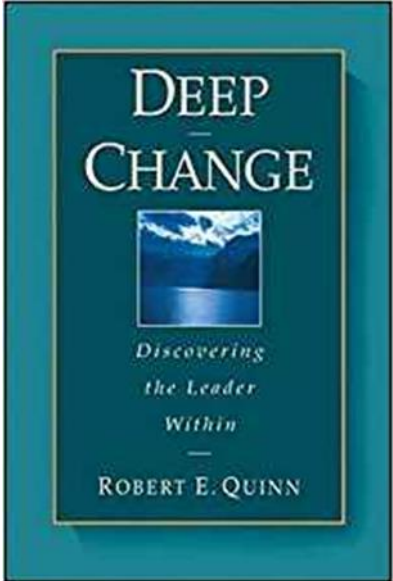
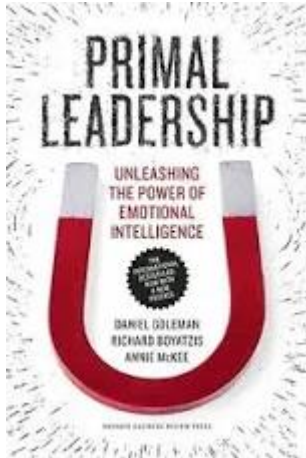
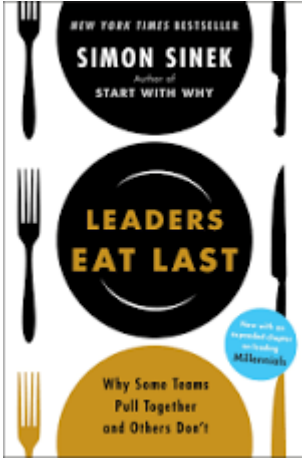
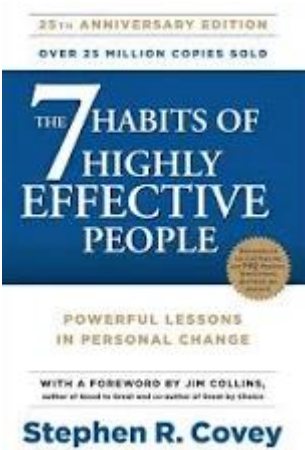
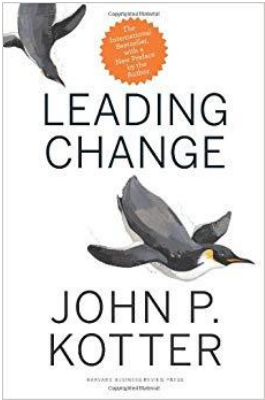
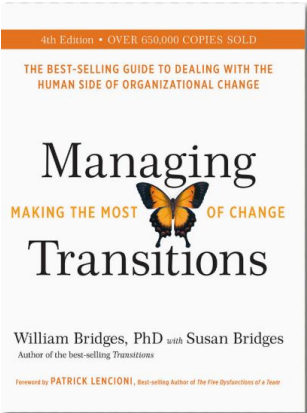


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Learning More About Leadership & Change



Leadership Style Assessment Tools

MindTools Leadership Style Quiz:

MindTools offers a free leadership style quiz that assesses your predominant leadership style based on a series of questions. It provides insights into leadership approaches such as autocratic, democratic, laissez-faire, transactional, and transformational. You can find it here: [Leadership Style Quiz](#).

Harvard Business Review Leadership Style Assessment:

HBR offers a free assessment tool that helps you identify your leadership style based on your responses to a series of scenarios. It provides insights into leadership styles such as visionary, coaching, affiliative, democratic, pacesetter, and commanding. You can access it here: [HBR Leadership Style Assessment](#).

Leadership IQ Test by Psychology Today:

Psychology Today offers a leadership IQ test that evaluates your leadership abilities and preferences across various dimensions. It provides personalized feedback on your leadership style and areas for improvement. You can take the test here: [Leadership IQ Test](#).

Myers-Briggs Type Indicator (MBTI):

While not specifically about leadership, it can provide insights into your personality type, which can influence your leadership style. You can take the test here: [MBTI](#)



Additional Leadership Resources

Ted Talks Videos:

- The Crisis of Leadership- and a New Way Forward by Halla Tómasdóttir and Bryn Freedman (14 mins.)
- How Great Leaders Inspire Action by Simon Sinek (14 mins.)
- How to Find the Person who can Help you get Ahead at Work by Carla Harris (13 mins)
- The Human Skills We Need in an Unpredictable World by Margaret Heffernan (16 mins)

Online Learning Opportunities:

- [The Open University](#)
Offers a variety of free classes covering a variety of topics, including leadership and change.
- [LinkedIn Learning](#)
Offers courses on all aspects of leadership and team development
- [MIT OpenCourseWare](#)
Offers free classes on topics such as Building and Leading Effective Teams



Communication: The Cornerstone of Change

Strategy	Why?	How to Do It
<p>Clear and Transparent</p>	<p>Why it's important? Clear and transparent communication is essential for building trust, managing expectations, and reducing uncertainty during times of change. When individuals understand the reasons for change, the expected outcomes, and their role, they are more likely to positively embrace change.</p>	<p>Leaders should communicate openly and honestly about the need for change, the vision for the future, and the implications for individuals and the organization. Use multiple communication channels to ensure that messages reach all stakeholders effectively. Encourage two-way communication and provide opportunities for individuals to ask questions, share concerns, and provide feedback.</p>
<p>Empathy and Active Listening</p>	<p>Why it's important? Empathy and active listening demonstrate care and understanding for individuals' emotions, concerns, and experiences during change. When leaders show empathy and listen attentively to individuals' perspectives, they build trust, foster collaboration, and create a supportive environment for navigating change.</p>	<p>Practice active listening by giving individuals your full attention, paraphrasing their statements to ensure understanding, and asking open-ended questions to explore their thoughts and feelings further. Show empathy by acknowledging and validating individuals' emotions, experiences, and challenges. Avoid judgment or defensiveness and focus on being present and supportive.</p>
<p>Recognize and Celebrate</p>	<p>Why it's Important Recognizing and celebrating individuals' efforts and achievements reinforces their motivation, morale, and sense of accomplishment during change. When leaders acknowledge and celebrate successes, individuals feel valued and appreciated, fostering a positive and resilient culture that sustains momentum and progress.</p>	<p>Celebrate milestones, achievements, and breakthroughs throughout the change process, whether big or small. Recognize individuals and teams for their contributions, innovation, and resilience in driving change. Use a variety of recognition methods, such as verbal praise, written commendations, awards ceremonies, or team celebrations, to show appreciation and build camaraderie</p>

Team Building Strategies

Strategy	Why?	How to Do It
Stakeholder Engagement and Involvement	<p>Why it's important?</p> <p>Involving stakeholders at all levels of the organization in the change process promotes ownership, commitment, and alignment with the desired outcomes. When individuals have a voice in decision-making and feel valued and included, they are more likely to embrace change and contribute to its success.</p>	<p>Engage stakeholders early and consistently throughout the change process, seeking their input, ideas, and feedback. Create forums for collaboration and co-creation, such as cross-functional teams, focus groups, or town hall meetings. Empower individuals to take on leadership roles and drive change initiatives within their areas of expertise.</p>
Building Resilience	<p>Why it's important?</p> <p>Building resilience equips individuals with the mindset and skills to adapt, thrive, and grow in the face of change. When individuals develop resilience, they are better able to manage stress, overcome obstacles, and embrace change as an opportunity for learning and development.</p>	<p>Offer resources and tools for managing stress, building resilience, and maintaining well-being, such as stress management workshops, mindfulness training, or employee assistance programs. Foster a culture of continuous learning and growth, encouraging individuals to embrace challenges, seek feedback, and learn from setbacks. Lead by example by demonstrating resilience in your own approach to change and supporting others in their resilience-building efforts.</p>
Support and Resources	<p>Why it's Important</p> <p>Providing adequate support and resources helps individuals build confidence, develop new skills, and navigate the challenges of change effectively. When individuals feel supported and equipped to handle change, they are more likely to adapt quickly and contribute positively to the organization's goals.</p>	<p>Identify the specific needs and challenges of individuals and teams impacted by the change and provide targeted support and resources accordingly. Offer training, coaching, and mentoring programs to develop individuals' skills and capabilities required for success in the new environment. Allocate sufficient time, budget, and manpower to support change initiatives and address any obstacles or roadblocks along the way.</p>

Using Bridges' Leading Transition for the Human Side of Change

Steps	Focus	Strategy/ How to manage
Ending	<p>What is being changed and how do employees feel about this change? Outline how you will present the change to employees and mitigate negative emotions.</p>	<p>Change leaders can manage employees who are under this stage by showing empathy toward the emotions of employees and effective and timely communicating the purpose and extent of change. They should also have a dialogue with employees and discuss the advantages of change. They should inform employees that what skill sets the organization needs from its employees in new situations.</p>
Neutral	<p>What are you going to do to ensure clarity and assist employees in the post-change environment? Outline how managers will frequently meet with and set small, easily attainable goals to motivate employees.</p>	<p>Employees need time to settle their emotions. All they need honest feedback about new realities and changes made at the organizational level. Organizations can give training to employees on new roles and responsibilities. In addition to this, organizations can organize specific events to boost the morale of employees. Employees need space and a chance to experience creativity and encourage new ways of doing work.</p>
New Beginnings	<p>How are you going to reward employees for all their effort in the difficult time? Outline how managers can communicate and share the successes that are a result of the change.</p>	<p>This is the time to celebrate and appreciate the hard work of employees and how successfully they have entered into this change. The lesson learned from this transition from the end to the neutral zone to this new beginning must be shared and reflected upon so that the change is sustained in the organization. It is also a time to help get other employees who are still struggling to move forward from the previous stage.</p>