

NALP Annual Education Conference 2016

Utilizing Change Management Tools to Lead Up, Down, and Across Your Organization

Marcy Cox, University of Miami School of Law

Kristine McKinney, Faegre Baker Daniels

NOTES

Expected Behaviors for Leaders of a Change Initiative¹

Leaders are always in the spotlight; employees see their leader as a role model and will follow their actions, not their words. For a change to be successful managers and supervisors' involvement is extremely or very important, as stated by 80% of the participants of a Best Practices in Change Management Study (Prosci, 2009). The most critical roles for managers and supervisors include:

- Communicating with direct reports about the change and why it is occurring
- Demonstrating support for the change
- Coaching employees through the change process
- Identifying and managing resistance

Tips to enable the change:

- Establish role models for change and reward any early adopters.
- Develop motivational incentives for individuals and groups with particular needs.
- Deal firmly, fairly, and quickly with continued negative responses.
- Recognize the contribution of previous practices/approaches, but keep them in the past.
- Highlight the positive benefits of the "new" world over the "old."
- Encourage people to talk about their experiences adapting to change (moving from defiance to compliance to alliance).

¹ 2016, University of Miami.

http://www.miami.edu/index.php/professional_development_training_office/learning/leadership_toolkit/change_management_toolkit/tips_for_overcoming_individual_resistance/

NALP Annual Education Conference 2016

Tips for Overcoming Individual Resistance to Change²

Prosci's 2009 study shows that over 40% of the participants indicated that more than half of employee resistance could have been avoided if the following actions were taken:

- Clear, honest, two –way communications
- Early involvement of end users in all phases of the project development
- Manager and supervisor engagement

In addition to these steps leaders should focus on two main areas when dealing with employees' resistance to change: building awareness of the business need to change and the expected results and sharing how the change would impact or benefit the employees. (Prosci, 2009)

Reason for Resistance	Tips
Lack of trust between staff and originators of the change	Trust can only be regained by leadership doing what they say they will do – you can give assurances, but this will be regained by showing that the fears were unfounded.
Belief that change is unnecessary	Leadership should take a step back and educate staff on reasons for the change.
Belief that change will not work	Reassurances, facts, and communication related to why the change must occur may help to alleviate this resistance.
Loss of income	If the organization does not perceive the change causing any loss of staff or income, if past changes may have done that, expect staff to remember and anticipate the same to happen again. If the change will incur loss or change in positions, let staff know that this will be communicated as soon as you are aware to the effected members. Reassure staff of their value to the organization and that this is not the intent of the change.
Cost of change	It is important for leadership to estimate and assure staff that the loss of productivity during the transition when they are learning the new way is expected and supported.
Fear of failure	Ensure that staff understands there will be time and support given as they learn the new way. It is also useful to involve staff in brainstorming possible problems and solutions related to the change so they feel more comfortable with it.
Loss of status or power	Supporting those affected by explaining that they can regain some status if they embrace the change early and learn as much as possible about the new way.
Inconsistency with personal values	Having open discussions with those you believe may have this issue is important.
Resentment of interference	It is important here that people understand the need for the change and that it is inevitable.

² 2016, University of Miami.

http://www.miami.edu/index.php/professional_development_training_office/learning/leadership_toolkit/change_management_toolkit/tips_for_overcoming_individual_resistance/

NALP Annual Education Conference 2016

Coping with Change at Work³

Change is the situation that will be different, while transition is the actual process people go through as they come to terms with the new situation that the change has brought - the psychological response to the change. Therefore, we need to manage the transition.

William Bridges Transition Model



³ 2016, University of Miami.

http://www.miami.edu/index.php/professional_development_training_office/learning/leadership_toolkit/change_management_toolkit/tips_for_overcoming_individual_resistance/

NALP Annual Education Conference 2016

Leader's Role Aligned with Change Stages⁴

Change Stage	What it Looks Like	Tips
Ending Every change begins with the end of something known and familiar	• Avoidance • Disbelief • Shock • Anger • Sabotage • Carelessness	• Honor the past – give your staff an opportunity to talk about what they will miss about the old way of doing things • Surface concerns and address them • Openly acknowledge losses • Dispel rumors – clarify what is and is not ending • Highlight how the new way will change their process • Whenever possible engage staff in the change • Be Visible • Make a case for the change • Over-communicate – keep talking about what will be in the future
Neutral Zone This is where people are no longer in the past, but not yet comfortable with the new way of doing things	• Detachment • Withdrawal • Confusion • Lack of attentiveness • Indifference • Creative • Risk-taking • Experimentation • Participation	• Over-communicate regarding the future • Create a clear vision of what it will be like • Create temporary systems, roles, policies, and processes to help normalize the neutral zone • Explain that some drop in productivity during implementation is “normal” and expected • Acknowledge frustration and encourage and coach individuals who are struggling • Set realistic productivity targets and expect slow downs • Provide training and develop skills and competencies • Be visible • Encourage brainstorming of ideas and experimenting of new ways of doing things • Showcase champions of the change
Beginnings The change is accepted, and people start accepting that the change is their current reality	• Focused on purpose • Renewed energy • Clarity of role • Competence	• Celebrate any success in doing the “new way,” no matter how small • Be visible • Ensure temporary policies and structures are replaced • Recognize staff who have successfully completed the change

⁴ 2016, University of Miami.

http://www.miami.edu/index.php/professional_development_training_office/learning/leadership_toolkit/change_management_toolkit/tips_for_overcoming_individual_resistance/

NALP Annual Education Conference 2016

Tips on Handling Emotional Reactions to Change⁵

Emotional Reaction	Signs	Tips
Withdrawal	• Low energy • Superficial compliance • Lack of commitment	• Privately meet with employee to express concern over the behaviors you are seeing (give specific examples) and try to get them talking about their issues • Reassure the employee that you are available to discuss any concerns they have • Cite how you feel this behavior is adversely affecting his/her workplace – impact on team and his/her productivity • Reassure of the important role he/she plays and your commitment to his/her success • Commit to addressing his/her concerns • Review with him/her the organization and your commitment to new vision (change), and highlight commonalities and improvement for them about the change • Follow-up and check in from time to time • Reward accomplishments
Confusion	• Excessive questioning • Busywork • Consistently shifting priorities	• Check in with your own thoughts and feelings regarding the change in question to be sure you are not confused, conflicted or ambivalent yourself – this can be transmitted non-verbally • Privately meet with employee to express concern over their behaviors (give specific examples) and encourage him/her to ask questions • Discuss how you feel this behavior is adversely affecting his/her co-workers and productivity • Reassure of the important role he/she plays and your commitment to his/her success • Commit to addressing his/her concerns, and encourage him/her to seek you out when confused • Institute a peer coaching relationship by pairing him/her with someone who is more accepting of the change and may have had doubts earlier to be coached • Reward accomplishments

⁵ 2016, University of Miami.

http://www.miami.edu/index.php/professional_development_training_office/learning/leadership_toolkit/change_management_toolkit/tips_for_overcoming_individual_resistance/

NALP Annual Education Conference 2016

Tips on Handling Emotional Reactions to Change (cont.)

Emotional Reaction	Signs	Tips
Anger	• Raised voice • Hostile actions • Open resentment	• Refrain from rushing to conclusions, making assumptions, or taking her/his reactions personally • Privately meet with employee to express concern over their emotional responses (give examples) and let them know that although anger is a natural reaction to change, outbursts are not acceptable in the workplace • Acknowledge the underlying grievance, points of conflict, issues, fears, etc., so he/she feels understood (Mirror and Summarize) • Explain how you feel this behavior is adversely affecting his/her workplace environment • Reassure of the important role he/she plays and your commitment to his/her success • Commit to addressing his/her concerns • Find common ground • Reassure your commitment to new vision (change) • Follow-up and check in from time to time • Reward accomplishments
Loss of Identity	• Exaggerating the negative • Sabotaging the future	• Do not take it personally • Privately meet with employee to express concern over their behaviors (give specific examples) • Encourage him/her to express how they are feeling about the change, and reassure him/her of the important role he/she plays and your commitment to his/her success • Cite how you feel this behavior is adversely affecting his/her co-workers • Commit to addressing his/her concerns • Highlight how current expertise is aligned to the future state so he/she can become more comfortable with the transition • Review commitment to new vision (change) and moving forward with change initiative • Follow-up and check in from time to time • Reward accomplishments