

MANAGING EMPLOYEES THROUGH CHANGE AND TRANSITION

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Training Outline



- **Introduction**
- **The Change Process**
- **The Appreciative Interview re: successful change efforts**
- **The Importance of Communication**
- **Points for Management to Consider**
- **Video: Celebrate What's Right With the World**

Workshop Objectives



- To understand the psychology and process of change and transition
- To learn from past success with this topic and do more of what has worked
- To enhance supervisory skills for leading employees through change initiatives

The Process of Change and Transition

□ **CHANGE IS:**

- Situational
- To put or take in place of something else

□ **TRANSITION IS:**

- The psychological process people go through to deal with new situations
- Passing from one place to another
- All transition starts with an “ending

Stages of Change



✓ **ENDING OR LETTING GO**

- ❖ Denial
- ❖ Resistance

✓ **NEUTRAL ZONE**

- ❖ Exploration

✓ **RESOLUTION OR NEW BEGINNING**

- ❖ Commitment

Stages in the Change Cycle

- Denial
- Emotion
- Bartering
- Depression
- Acceptance

Similar to stages of grief – what does grief at work look like?

Everyone Grieves Differently



- Grieving is personal and highly individual in nature
- Factors: personality, up-bringing, life experience, coping styles,
- The nature of the loss also plays a part in the reaction
- Grief, like the change cycle, is not linear

Common and Normal Reactions

- Insecure about future
- Fear of the unknown
- High stress levels
- Low self-esteem
- Uncertain of skills and abilities
- Questioning your value
- Mistrust of management

Common Behaviors in a Changing Environment

- Low productivity
- Depressed
- Increased absenteeism
- Low Morale
- Aversion to risk
- Loss of pride in the organization
- Increased resistance to change
- Acts of sabotage

Survivor Syndrome

- Today's organizations are reeling from the human impacts of the changes that have been forced on them by technology, competition and demographics
- Survivors are those who have been wounded in the process of change yet remain employed by the organization
- They may be saddened by all that has been lost
- Feelings of guilt are common

The Psychological Contract



- The term “psychological contract” refers to the promise, unspoken, of continued employment in exchange for loyalty and hard work
- As a result of the contract, employees learn to depend on the organization for job stability, annual raises, confirmation of their worth, professional development and in some cases, social interactions

The Psychological Contract



- If an organization has been around for many years and has a relatively stable history, news of change threatens the psychological contract, i.e., budget reductions, reorganizing, consolidation, etc.

Appreciative Interview

1. Tell a story about the best experience that you have had in dealing with change in the workplace. It may have been small or large scale. What were the positive aspects of that experience?
2. In listening to each other's experiences, what were some effective approaches in dealing with change? (please list)

Successful Change Implementation

John Kotter, Leading Change

1. Create urgency
2. Form a powerful coalition
3. Create a vision for change
4. Communicate that vision
5. Remove obstacles
6. Create short-term wins
7. Build on the change
8. Anchor the changes to your organizational culture

Create Urgency

- For change to occur, the need to change must be clear
- What can you do?
 - ▣ Identify threats to organization if change does not happen
 - ▣ Examine opportunities that should be or could be explored – other motivators for change
 - ▣ Start honest discussions – address emotions and issues
 - ▣ Request support from stakeholders
 - ▣ Build “buy-in” from all levels of organization

Change – Meaning for Motivation

- Impact on organization
 - ▣ Having an edge on the competition, industry leadership, establishing best practice, etc.
- Impact on society
 - ▣ Making a better society, building community, etc.
- Impact on customer
 - ▣ Making it easier, superior service, better quality, ethical service delivery, etc.
- Impact on work team
 - ▣ Sense of belonging, caring environment, working together effectively and efficiently, etc.
- Impact on “me” personally
 - ▣ My development, paycheck/bonus, empowerment to act, connecting to vision, and purpose, etc.

Form a Powerful Coalition

- Create a team of influencers who can help you bring about change
- What can you do?
 - ▣ Identify influencers and true leaders
 - ▣ Get a good cross section of people
 - ▣ Ask for commitment from them
 - ▣ Work on building team cohesion
 - ▣ Evaluate team strengths and weaknesses and address accordingly

Create a Vision for Change

- Create a vision of a desired future that people can easily grasp and remember
- What can you do?
 - ▣ Determine the values that are central to the change
 - ▣ Develop a short vision statement that captures what you “see” as the future desired state
 - ▣ Create a strategy to execute that vision
 - ▣ Ensure your team knows the vision and can easily articulate that vision if asked

Communicate That Vision

- Communicate frequently and in various formats
- What can you do?
 - ▣ Talk about the change vision frequently
 - ▣ Openly and honestly address people's concerns and anxieties
 - ▣ Apply vision to all aspects of operation
 - ▣ Lead by example – walk the talk

Remove Obstacles

- Identify drivers and resisters to change
- Remove obstacles and enhance drivers
- What can you do?
 - ▣ Identify change leaders who can help you deliver change
 - ▣ Look at obstacles – structure, performance drivers, performance systems and see that they are in line with vision
 - ▣ Identify people who are resisting change and help them see what's needed
 - ▣ Take action to quickly remove barriers
 - ▣ Recognize and reward people for making change happen

Create Short-Term Wins



- Nothing motivates like success
- Results that can be seen
- What can you do?
 - ▣ Look for short-term projects you can implement

Build on the Change

- Don't declare victory too early
- Keep looking for improvements
- What can you do?
 - ▣ After every win, analyze what went right and what needs improving
 - ▣ Set goals to continue building momentum
 - ▣ Continue to look for influencers and change agents

Anchor the Changes to Organizational Culture

- To make change stick, it needs to be part of the core of your organization
- What can you do?
 - ▣ Talk about progress every chance you get – tell success stories
 - ▣ Continue to seek support for change from organizational leaders
 - ▣ Include change ideals and values when hiring and training new staff
 - ▣ Recognize the contributions that change leaders make

Organizational Culture

- **Organizational culture is the behavior of humans who are part of an organization and the meanings that the people attach to their actions. Culture includes the organizational values, visions, norms, working language, systems, symbols, beliefs and habits.**

Managing Complex Change

Vision + Skills + Incentives + Resources + Action Plan = CHANGE

Skills + Incentives + Resources + Action Plan = CONFUSION

Vision + + Incentives + Resources + Action Plan = ANXIETY

Vision + Skills + + Resources + Action Plan = RESISTANCE

Vision + Skills + Incentives + + Action Plan = FRUSTRATION

Vision + Skills + Incentives + Resources + = TREADMILL

(Adapted by Knoster from Enterprise Group, Ltd.)

Communication is the Cornerstone



*Frequent, clear, consistent communication
and careful listening must be the
cornerstone of any efforts responding to
organizational change*

The Importance of Communication

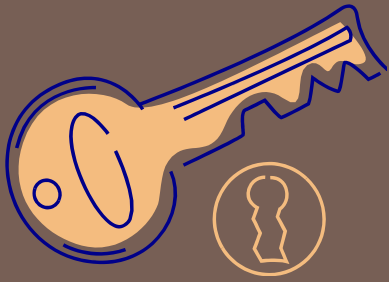


- Flood the system with information
- Information helps people feel some control
- Be aware of the multi-cultural and multi-language issues
- Present what is factual at the time and acknowledge the possibility of it changing in the future

The Importance of Communication



- Be conscious of the impact it will have on your employees
- Uncertainty has a way of increasing the need to control what you can
- Your ability to be present with the discomfort and ambiguity will be critical
- Allow employees to grieve



KEY FACTORS TO CONSIDER

What are some key factors that need to be considered as you lead City employees through current and upcoming change initiatives in your own work environment?



Points for Managers to Consider

- Focus on the relationship dynamics as well as the tasks necessary to do the job
- Be honest about what is happening
- Follow through on your commitments
- Be sure to respond to solicited feedback
- Re-think how you use standards/quotas during times of change

More points to consider...



- Have a thorough understanding of the job before teaching it or supervising over it
- Provide a safe environment for people to ask questions
- Realize that resistance to change is normal
- Celebrate accomplishments whenever possible
- Refer employees who remain “stuck”

EAP Services



- A confidential place to vent for supervisors and staff
- Problem solving
- Help in developing a plan to move forward
- Referrals for: Counseling, Financial Planning, Career Planning
- Provide support and services to family members and significant others

“BARN’S
BURNT
DOWN
...NOW I
CAN SEE
THE MOON”



Japanese Poet and Zen Master Masahide