Managing the Change Process
Management Essentials

Best Care EAP Can Help!
For free, confidential support for you and your dependent family members, contact us today.
402-354-8000 | 800-801-4182
www.BestCareEAP.org
Username: bcCODEe – Password: CODE

Introduction

Organizational change can be stressful, even overwhelming. This is when your leadership skills are especially needed to keep yourself and your employees on track. During this program, you will have the chance to look at how you view change as well as learn ways to help you and your employees cope with the changes that lie ahead.

Self-Assessment: How Comfortable are You with Change?1

Instructions

Read each statement below carefully and then circle the number that best describes your circumstances.

<table>
<thead>
<tr>
<th>Not True or Rarely True</th>
<th>Sometimes True</th>
<th>Often or Always True</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I am glad that many changes are occurring at work.</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>2. New people and methods bring new opportunities.</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3. Work is less interesting when there is little change.</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

4. Whether I understand the new methods at work, I am able to fit in.

<table>
<thead>
<tr>
<th>Not True or Rarely True</th>
<th>Sometimes True</th>
<th>Often or Always True</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

5. My creativity comes out more, as things need to be done differently.

| 2                       | 3              | 4                   |

6. Job security can be found in mastering new conditions.

| 3                       | 4              | 5                   |

7. A good management team brings new ideas to the job.

| 1                       | 2              | 3                   |

8. Established ways of doing work can usually be improved.

| 3                       | 4              | 5                   |

9. The more experience I have on my job, the more I see how to improve it.

| 2                       | 3              | 4                   |

10. Uncertainty at work gives me a stronger focus on the job.

| 2                       | 3              | 4                   |

11. It is clear to me that there are many ways to achieve most work goals.

| 3                       | 4              | 5                   |

12. I value not knowing exactly what my job will be like in the future.

| 1                       | 2              | 3                   |

13. Meeting present goals should result in more challenging future goals.

| 1                       | 2              | 3                   |

14. Being flexible and open to change should be a part of one’s performance evaluation.

| 3                       | 4              | 5                   |

15. I am at my best when my job demands something new or different.

| 2                       | 3              | 4                   |

16. I typically look for new ways to do my job.

| 2                       | 3              | 4                   |
17. It would be exciting to have a new job with new things to learn.

<table>
<thead>
<tr>
<th>Not True or Rarely True</th>
<th>Sometimes True</th>
<th>Often or Always True</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

18. I am able to adjust well to different conditions at work.

| 3 | 4 | 5 |

**Scoring**

Add up the numbers you circle and enter the total for each column.

Total all three columns for your final score.

<table>
<thead>
<tr>
<th>Score</th>
<th>Ability to adjust</th>
</tr>
</thead>
<tbody>
<tr>
<td>36 - 44</td>
<td>Low</td>
</tr>
<tr>
<td>45 - 62</td>
<td>Moderate</td>
</tr>
<tr>
<td>63 - 72</td>
<td>High</td>
</tr>
</tbody>
</table>

**Nature of Change**

**Definition**

Change is any shift or development in one’s external circumstances.

**Types of Change**

- Designed
- Growth
- Imposed

**Forces Driving Workplace Change**

- Technological innovation
- Global competitiveness
Managing the Change Process

- Shifting regulatory environment
- Productivity, quality, and cost-cutting initiatives

Typical Responses to Workplace Change

Responses to Workplace Change

**Active Responses**
- Utter opposition
- Reduced productivity
- Complaining and/or whining
- Quarreling and/or picking fights
- Focusing on problems, not solutions
- Agitating others against the change
- Spreading rumors
- Blaming others

**Passive Responses**
- Failing to participate
- Making frequent mistakes
- Pouting
- Apathy
- Not investing in problem-solving
- Remaining aloof
- Listening to rumors
- Quietly or indirectly blaming

What Motivates These Responses?

- Self-interest
  - Concern for the company and its employees
  - Wanting to hang on to the past
  - Feeling like a victim

Managing the Change Process – The Emotional Dimensions of Change

<table>
<thead>
<tr>
<th>Change</th>
<th>Transition</th>
</tr>
</thead>
<tbody>
<tr>
<td>External</td>
<td>Internal</td>
</tr>
<tr>
<td>Involves circumstances</td>
<td>Involves thoughts and emotions</td>
</tr>
<tr>
<td>Impersonal</td>
<td>Intensely personal</td>
</tr>
<tr>
<td>Event-driven</td>
<td>Experience-driven</td>
</tr>
<tr>
<td>Outcome-focused</td>
<td>Process-focused</td>
</tr>
<tr>
<td>Can be rapid</td>
<td>Takes time</td>
</tr>
</tbody>
</table>

Management Skills Needed for a Successful Transition

- Modeling positive change-related attitudes
- Inspiring others with a vision of the benefits the changes will bring
- Experimenting with new ways of getting things done
- Accepting and learning from mistakes that are made during the process
- Empowering others to do the same
Managing the Change Process

- Encouraging people from the heart in ways that are meaningful to them

The Transition Process

**Step #1: Vulnerability**

**Characteristics**

- Feelings of vulnerability
- Triggered by perceived loss
- Feel unable to protect yourself and others

**Tips for Coping**

- Talk with someone you trust
- Focus on aspects of the situation you have control over

**Step #2: Apprehension**

**Characteristics**

- Feelings of uncertainty manifested as anger, etc.
- Triggered when reality sets back in
- May also feel “stuck in limbo”

**Tips for Coping**

- Again, focus on what you can control
- Accept that there will be uncertainty during this phase

**Step #3: Exploration**

**Characteristics**

- Feelings of being caught between the old and new
- You try new things and let go of old routines

**Tips for Coping**

- Keep your focus on the present and future
- Seek out information on the situation as it evolves
- Give the new situation time
Managing the Change Process

Step #4: Adaptation

Characteristics

- You feel ready to move on
- You gain new attitudes and perspectives

Tips for Coping

- Be courteous to others
- Propose solutions to problems rather than gripe about them
- Avoid back-stabbing, gossiping or spreading rumors
- Encourage management to involve and empower workers and to give them time to transition
- Keep your sense of humor
- Offer emotional support to those who are still struggling
- Keep learning and growing

Responding to the Emotions of Others

Anger

Common Behaviors

- Sarcasm and criticism
- Yelling
- Spreading rumors
- Sabotage

What to Do

- Allow employees to vent privately
- Accept expressions of anger within appropriate limits
- Don’t be intimidated
- Don’t take it personally
- Be candid; show you care

What to Say

- You have a right to be angry.
- This is difficult for all of us working here.
- You seem upset right now. Would you like to take a few minutes to collect your thoughts? Then we can talk some more.
Managing the Change Process

NOTE: If an employee makes verbal or physical threats, or if his or her behavior is creating a hostile work situation, consult with your Human Resources Department immediately.

Fear

Common Behaviors

- Risk avoidance
- Nervousness or suspicion
- Overly talkative or overly withdrawn
- Begins to arrive early and stay late

What to Do

- Acknowledge fears are valid—if they are
- Be honest; provide as much information as possible
- Encourage questions
- Offer genuine, realistic reassurance

What to Say

- We’re all feeling a little afraid right now.
- It’s hard not knowing exactly how these changes will work out
- Please keep sharing your concerns with me; I’ll always answer your questions as best I can.

Sadness

Common Behaviors

- Reduced involvement
- Reduced work performance
- Increasing mistakes
- Nostalgia
- Crying

What to Do

- Avoid “pep” talks; listen and empathize
- Speak respectfully about the “good old days”
- Emphasis the need to keep doing the job as well as possible
Managing the Change Process

What to Say

- This is a difficult time for all us; that’s why we really need you here right now.
- I know that it is hard to let go and move on

Withdrawal

Common Behaviors

- Doesn’t ask questions
- Appears to be apathetic
- Reduced interaction with others

What to Do

- Seek them out and ask them how they are doing
- Allow for mistakes, but expect continued work progress
- Show concern; keep them involved
- Emphasize their value to the company (as appropriate)

What to Say

- You’ve been pretty quiet since the changes were announced.
- How are you doing, and what questions can I answer for you?

Effective Management Responses

Communicate…Communicate…Communicate!

- Take the initiative
- Remember: what the employees don’t know, they will make up
- Conduct frequent, short staff meetings
- Minimize written communication and maximize face-to-face conversations
- Remember: you’re always communicating

Empathize

- Get to know your people
- Take everyone seriously
- Exhibit your own vulnerability
Managing the Change Process

Empower

- Empowering your employees to make decisions—even small ones—can be a powerful antidote to feelings of vulnerability
- Set up small teams of managers and employees to tackle specific problems as they arise

Set Realistic Expectations

Do Not Expect

- Immediate enthusiasm
- High morale
- Business as usual
- Optimism
- A sense of security

Expect

- Uncertainty and fear
- Jockeying for position
- Acting out
- Employees expecting perfection as well as clairvoyance on the part of managers
- A renegotiation of the “employment contract” between you and your employees
- Acceptable performance levels

Manage Your Stress

- Talk things over with someone you trust
  - Take care of yourself
  - Get enough sleep
  - Eat right and drink enough water
  - Exercise regularly
- Keep your life in balance
  - Work
  - Love
  - Play
  - Spiritual dimension
- Stay positive
- Stay organized
- Keep your sense of humor
- Stay flexible
- Learn to forgive the shortcomings you discover in yourself and others
Managing the Change Process

- Keep growing and learning
**Best Care Webinar Evaluation**

Program Title: _______________________________ Date: _______________________________

Your Employer: _______________________________ Facilitator: _______________________________

Thank you for participating in today’s webinar. Please share your impressions below and then fax to Best Care EAP at (402) 354-8046 or scan and email to EAP@BestCareEAP.org.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Somewhat Disagree</th>
<th>Neutral</th>
<th>Somewhat Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

1. The material covered in this program will benefit me personally and/or professionally.

2. The facilitator was knowledgeable and effective and used clear examples.

3. I plan to apply what I learned.

4. Best Care EAP’s services and benefits were reviewed.

5. I would recommend this training to coworkers/colleagues.

6. What was particularly helpful about the training?

7. What would you recommend changing about the training?

8. If you would like to receive email updates about ongoing Best Care training opportunities, please give us your work email address: ____________________________________________