



# Leading Employees Through Critical Change

Presented by: Nancy Zentis, PhD. Institute of Organization Development

# Today's Agenda

- Overview of Change
- Recognizing the Causes of Change
- Identifying the Leader's Role in Change
- Dealing with Employee Resistance and Moving Them to Accept Change



# Overview

- Change is a continuous challenge
- Leaders need to manage change at all levels of the organization
- Leaders need mobilize employees during change

# Change is Here to Stay!

- Change is a constant fact of life in organizations today
- One of the critical factors in how well organizations adapt to change is through developing its people
- Leaders are striving for ways to help individuals move past the barriers that prevent them from accepting change



“Perhaps the only person who  
likes change is a wet baby

Anonymous

# How Many of You Are Afraid of Change?



If you are afraid of Change?

**PLEASE STAND UP!**

# HOW MANY OF YOU THINK



*Other People*

Are Afraid of Change

PLEASE STAND UP!

# WHAT DOES THAT TELL YOU?

- Most of us are more afraid of change than we would like to admit - even to ourselves

# How Do You Feel When You Are Told To Change Quickly But Do Not Know Why?



*“Change Imposed is Change Opposed”*

# How Would You Feel About Choosing A Reliable Way To Change And Succeed In A Rapidly Changing World?



“When You Choose to Change, You Gain”

# Barriers to Change Habit!

- We are all creatures of habit
- When we learn new skills, the new behaviors will probably feel uncomfortable at first
- It takes several weeks for a new behavior to become more comfortable



# Barriers to Change

## Environment

- The mental, physical and cultural environment surrounding a person may prevent them from making lasting changes



# Barriers to Change

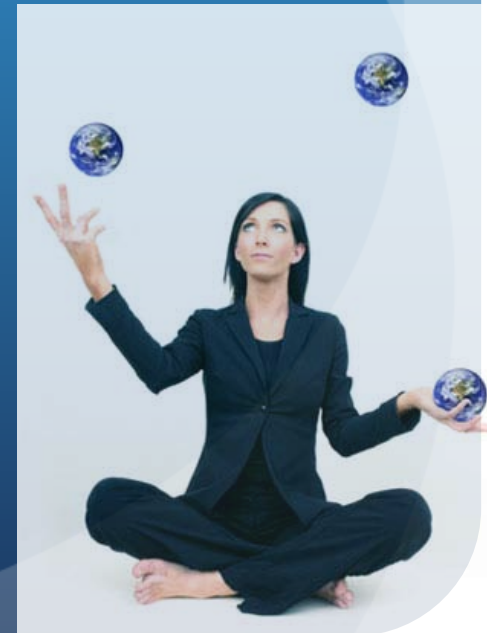
## Multiple Priorities

- Change takes energy
- What we learn in a training program usually affects only one small part of our total responsibilities
- We don't have 100% of our thinking to focus on implementing what we have learned
- A realistic action plan can help people carve out time to learn new skills and implement change



# How to Deal With Change

*“Change is the only constant in our lives. Both understanding change and learning strategies to cope with change are necessary survival skills in today’s workplace.”*



# Famous Quotes

Everything that can be invented has been invented.

*Charles H. Duell, Director of US Patent Office, 1899*

“Sensible and responsible women do not want to vote.”

*Grover Cleveland, 1905*

“ Who the hell wants to hear actors talk.”

*Harry M. Warner Warner Brothers Pictures, c. 1927*

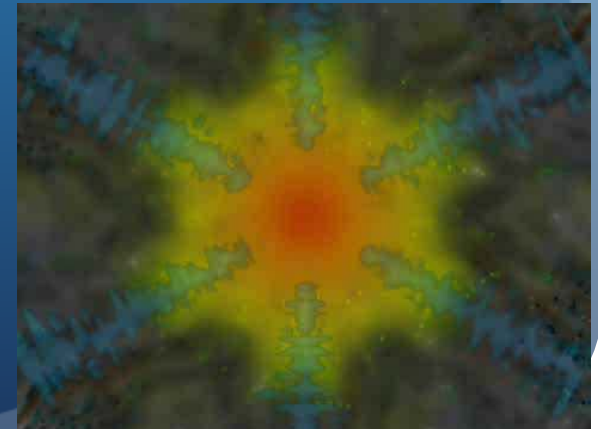
# Impact of Change on Employees

- Fear - What's going to happen to me?
- Suspicion
- Stress and Anxiety
- Loss of Job Satisfaction
- Loss of Trust and Confidence  
in Management



# What challenges do leaders face in times of change?

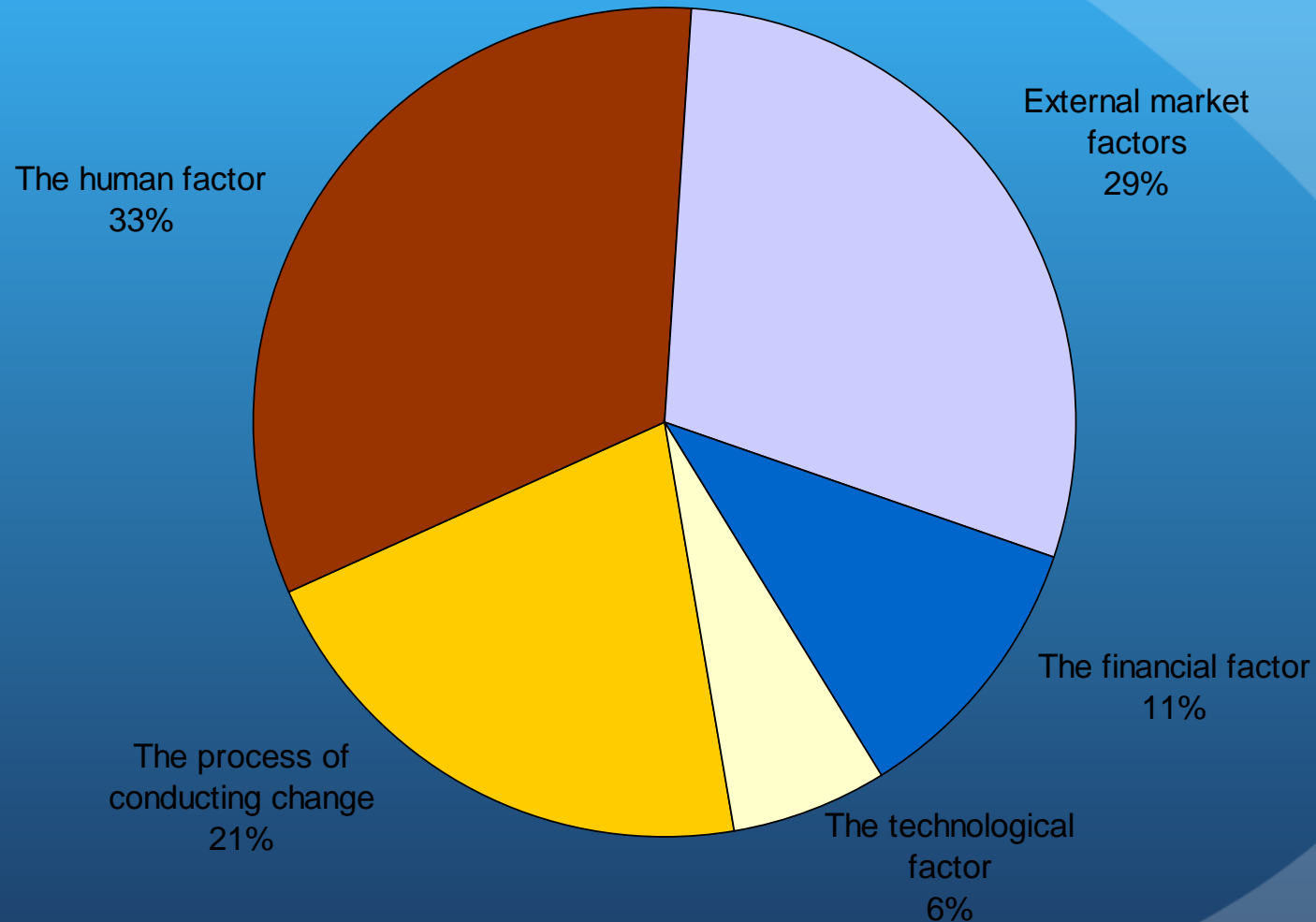
- Gaining buy-in and acceptance to change
- Finding supporters who will implement change
- Overcoming the resistance to change
- Getting the troops back up to speed!
- Creating an engaged workforce



# Why Change Fails?



# Causes of Failure During Change



# Main Causes of Failure Within the Human Factor

19%

# Why Change Efforts Fail?

- Complexity
- Leadership Buy-in
- Resistance
- Unclear Vision
- Lack of clear communication
- Roadblocks
- Lack of short term wins
- Declaring victory too soon
- Lack of a sustainable change process

# Failure Implementing Change

- Lack of planning
- Inability to solve problems
- Lack of awareness of issues
- Unwillingness to change
- Ability to manage change
- No implementation plan
- Lack of stakeholder support
- Failure to measure effects of change



# Impact on the Business

- Key talent leaves
- Lowered productivity and performance
- Placement errors
- Poor management of remaining employees
- Impact on the bottom line
- Impact on customers
- Goals not met

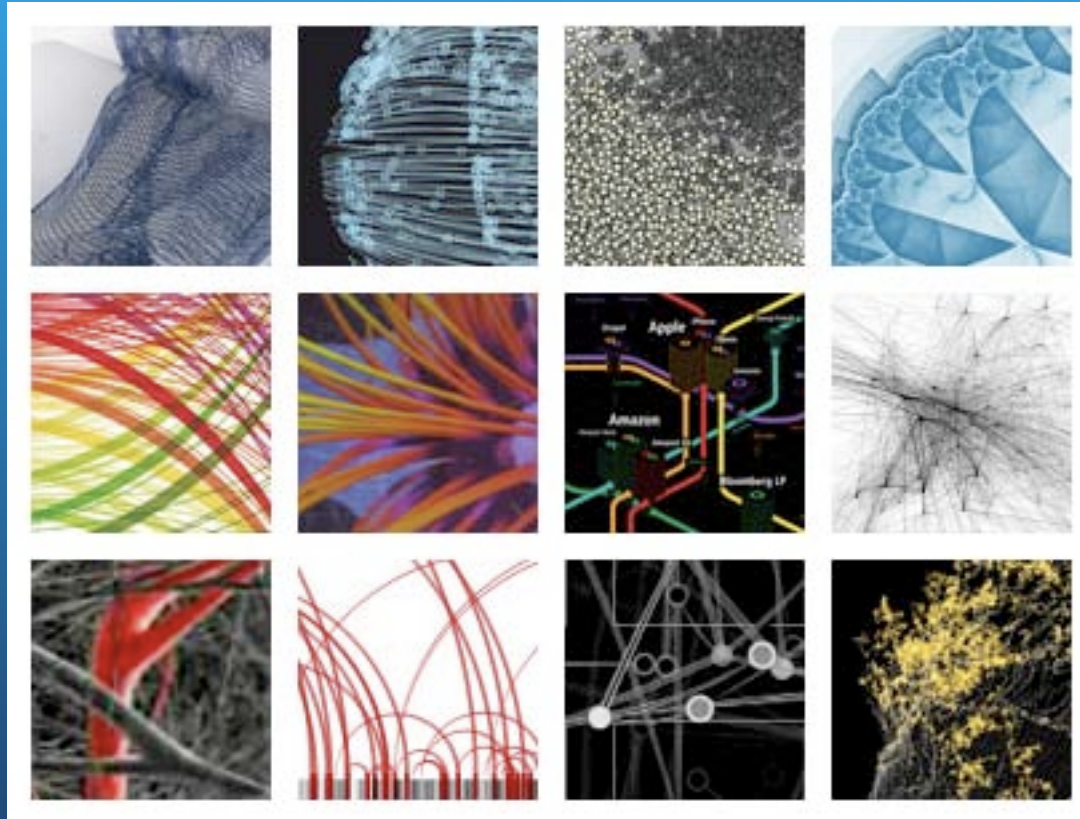


# Impact on Employees

- Lose job satisfaction as satisfiers and motivators change
- Lose trust and confidence in management
- Become less concerned with achieving goals and more concerned with personal satisfaction.



# Leader's Role in Change



# Leader's Role

- Identify the change
- Plan the change
- Communicate the change
- Manage the change
- Coach employees
- Follow up and monitor results

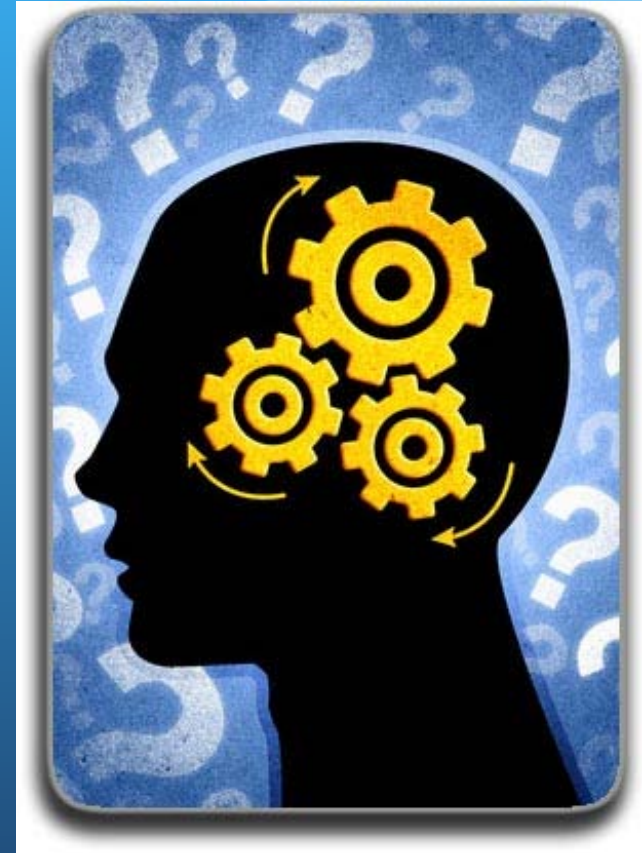


# Dealing With Resistance to Change



# Phases of Change

- Shock and Surprise
- Denial and Refusal
- Rational Understanding
- Emotional Acceptance
- Exercising and Learning
- Realization
- Integration



# Overcoming Resistance to Change



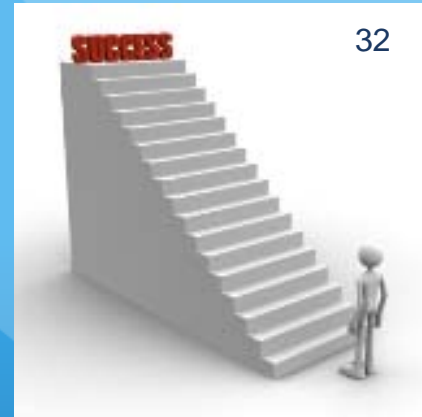
# Diagnosing Levels of Change



# Levels of Change

Denial	Exploration
Resistance	Commitment

- Change often involves elements of both danger and opportunity
- When people approach a change, their first response might be to see it as a threat or a danger
- When this happens, they fear, deny and or resist the change
- If they see it as an opportunity, they will explore it and start to commit



# Diagnosing Stages of Change

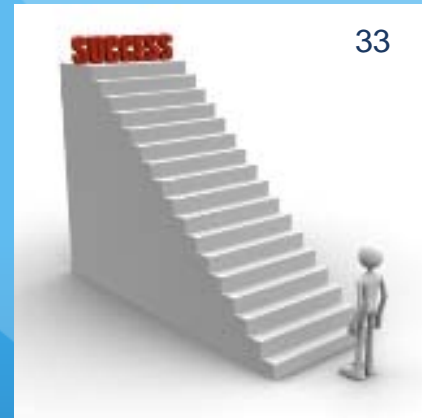
## Resistance

- Frustration
- Fear
- Resentment
- Anxiety
- Negative
- Self-doubt
- Anger
- Depression
- Blind to problems

## Denial

- It will be over soon
- Apathy
- Numbness
- Disbelief
- Maybe it's not true

# Diagnosing Stages of Change



## Exploration

- Over- preparation
- Frustration
- Chaos
- Confusion
- Energy
- Too many new ideas
- Have too much to do
- Can't focus

## Commitment

- Teamwork
- Satisfaction
- Clear focus and plan
- Energy
- Set new goals
- Acceptance

# Overcoming With Resistance to Change

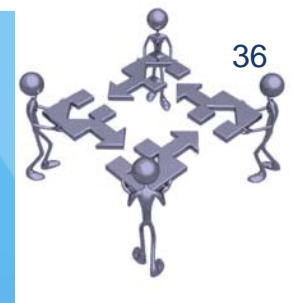
- Anticipate and deal with objections and resistance
- Stay flexible
- Be willing to modify the process in the face of public opinion and evolving events
- Acknowledge and allow people to go through the stages of change
- Accept it and help others through the change effort
- Help the long term stragglers find another place to work
- Do not retain (for too long) any key management personnel who show no signs of willingness to accept change"

# Create A Plan For Change

## 3 Questions Every Leader Must Ask:

1. What is changing?
2. What will actually be different because of the change?
3. Who's going to lose what?





# Steps for Developing a Plan

- Identify the change and how it will impact your organization
- Assess your resources, finances, programs, clients, and staff
- Identify opportunities to make the organization more efficient
- Improve and strengthen your internal process
- Focus on the impact change
- Use your assets (including employees) more efficiently
- Involve everyone in the change
- Set new measurable goals, create action plans, timelines, who's responsible
- Focus on sustainable solutions not quick fixes

# Involve Senior Staff To Gain Commitment

- Explain the change and impact on the organization
- Involve them in the change process
- Share how the change will impact their area of accountability and direction
- Provide coaching to overcome resistance



# Involve People

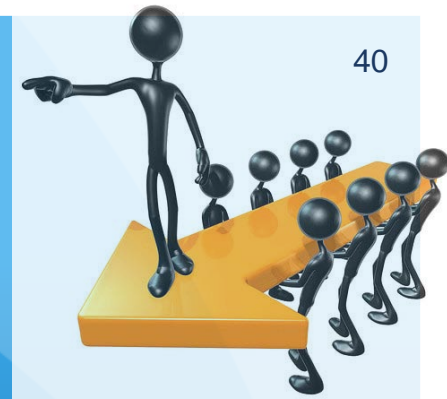


- Ask for feedback and listen to their suggestions
- Identify how the change will impact them
- Determine how to make the change fit their needs
- Involve them in the process
- Prepare them for change - Give action plans and timelines
- Encourage them to take responsibility



"Lao Tzu... the best change is what the people think they did themselves..."

- Involving others in the change process is good as long as it doesn't interfere with success in their regular roles."



# Communicate the Plan

- Create a sense of urgency
- Send a uniform message
- Communicate the facts and clarify issues
- Tell the truth about the change immediately
- Explain how the changes meet the organization's goals
- Explain the benefits to employees
- Clear up unknowns and rumors
- Encourage managers and supervisors to hold face-to-face meetings
- Recognize communication and learning styles will differ



# Over Communicate

- You can't communicate enough or talk to enough people.
- Have meetings at least once a week including all members who will be impacted
- Build skills in communication
- Don't answer questions. if you don't have answers yet...Maintain credibility
- Build momentum, create a memorable event
- Build peer pressure for the change

# Implement Change



For change to be successful

- Regain stability and predictability as quickly as possible
- Implement the action plans to make the changes
- Help employees recognize the need for change
- Focus on reducing in change-related stress
- Gain commitment to the "new" organization
- Redesign jobs and setting performance goals
- Plan to deal with resistance -  
Consequences,  
Performance Issues,  
Attitude, Morale,  
Employee Dissatisfaction

# Sustain Change



- Regain stability and predictability quickly
- Build Trust
- Focus on reducing change-related stress
- Gain commitment to the "new" organization
- Improve productivity and effectiveness
- Focus on redesigning the job and setting performance goals
- Hold others accountable, track progress and provide ongoing feedback
- Communicate results

# Follow Through and Monitor Results

- Continue the process until the change is anchored in the culture
- Monitor the process through its entire lifecycle
- Track and monitor results
- Keep a track record
- Evaluate the effects and the success of the new system





Is Your Organization Ready for  
Change?

# Is Your Organization Ready for Change?

- Our organization must change the way it works
- My department must change the way it works
- I need to change the way I work
- Leaders are committed to change
- Leadership is involved in leading change
- The organization needs to change the way we do things
- People understand why we need to change
- Leadership has shared the data as to why we need to change

# Is Your Organization Ready for Change?

- Our organization does a good job at leading change initiatives
- Changes in our organization have a positive impact on employees
- People see a positive impact for me as a result of this change
- People are motivated to take part in this change initiative
- People recognize there is a sense of urgency to change
- There are some risks in taking this change
- The change will improve the organization

# Create A Positive Work Environment



# Questions Employees Need Answered



- Why is the change happening?
- What will happen to me when the change occurs?
- Will I have a job tomorrow?
- Will I be involved in building the future organization?
- Can I try new ideas?
- How will successes be made visible?
- How will I know that I am doing a good job?
- What is the culture change and how does it impact me?

# Creating a Positive Work Environment

- Build Employee Satisfaction
  - Identify job de-motivators
  - Identify intrinsic motivators - intangible rewards
  - Minimize extrinsic motivators - things you have less control over



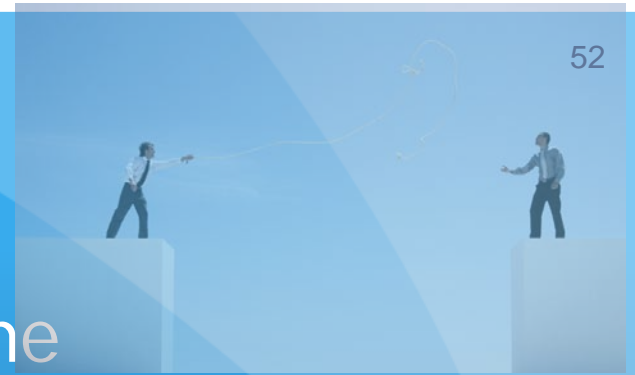
# Promote Employee Engagement

- An engaged employee is a person who is fully involved in, and enthusiastic about, his or her work
- What Are Some Employee Engagement Factors?
  - Culture/Values Fit
  - Effective Leadership
  - Flexible Work life Balance
  - Satisfying Work
  - Being Listened to and Appreciated
  - Career Development



# Provide Coaching

- Encourage employees to overcome resistance and fear of change
- Encourage communication
- Refocus the employee
- Clarify their skills, strengths, and job responsibilities
- Help them develop new goals and a plan
- Provide feedback to help them improve performance and productivity



# Summary

## Keys to Success

- Create a Plan
- Set Clear Goals
- Communication
- Trust
- Reward
- Coaching



## About the Presenter:



Nancy Zentis, Ph.D.

- Organizational Development Consultant specializing in helping organizations implement change solutions to help a build healthy work environment, happy employees who love what they do, and connecting their passion to job success that help to support organization vision and mission.

Nancy Rehbine Zentis, Ph.D. can be reached at 954-341-2522  
email: [Nancy.Zentis@hrtalentpro.com](mailto:Nancy.Zentis@hrtalentpro.com), [www.hrtalentpro.com](http://www.hrtalentpro.com)