

# Toolkit for Leading the People Side of Change

## Introduction

During change, our comfort and security are challenged. Individuals can experience loss of security, competence, relationships, sense of direction and sense of loss of control. Change creates instability and can impact employee engagement and productivity. In other words, change introduces risk to the organization, so it is key that leaders support themselves and staff to ensure the continuation of safe and effective service delivery. The degree of adverse impact will vary by group and will depend on the effectiveness and efficiency of the change management and change leadership strategy.

People need to go through their own process of internalizing and coming to terms with what they have lost and what the new situation looks like. Organizations change one individual at a time.

The involvement of leaders at all levels of an organization is key to accomplishing this business transformation by managing and leading change. As a change manager, your goal is to accelerate the change in the organization while minimizing the impact on day-to-day operations and managing resistance. As a change leader, you become a catalyst for change. A key condition to be successful at leading and managing change is that the leader processes their own reactions and emotions related to the change before engaging with others.

This guide is meant to support you in dealing with the people side of change. It provides tools to help you:

- reflect on the impact of change on people
- plan strategies for a successful transition and change, and
- become familiar with resources that can support managing the impact of the change on affected people.

The first step to enable change is to create awareness of the need for change. Meeting the human need to know "why" is a critical factor in managing change. Your ability to engage your direct reports in change will highly depend on the degree to which you feel comfortable:

- communicating the business need for change,
- explaining why the change is necessary,
- providing compelling reasons for the change,
- emphasizing the risk of not changing and
- describing the target state design and the changes required for achieving it, as well as
- explaining the role these changes play in improving health care for all Manitobans.

Ask yourself if you have enough information about the change to be able to deliver on the points listed above. If not, what information do you need, and where can you go to get the answers?

The second step to enable change is to understand the degree of comfort that you and your staff have with a change. The Change Curve has been utilized as a method of helping people understand their reactions to significant change. Knowing where an individual is on the curve will help when deciding on how and when to communicate information and what level of support someone requires. The Change Curve is discussed on page #3.

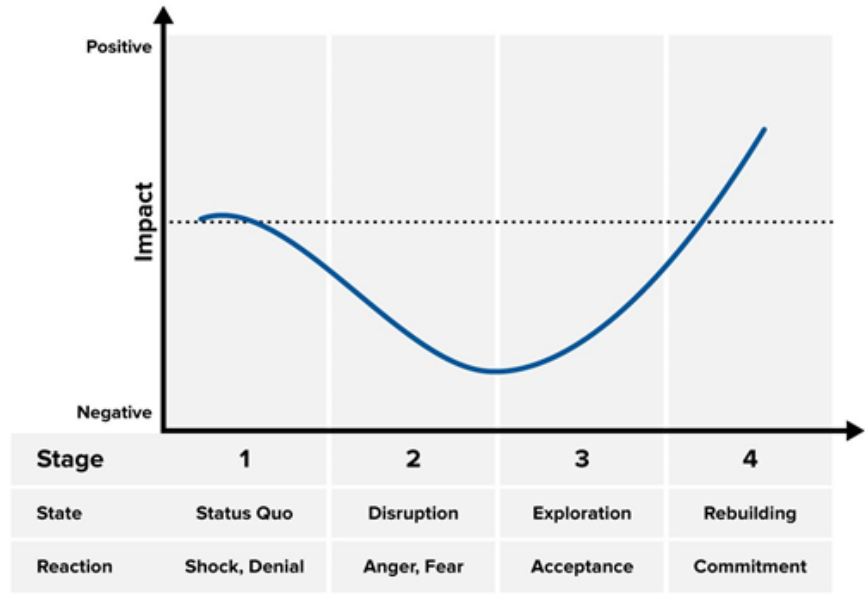
## Preparing Yourself to Lead Change

The following is a series of links to resources that will help you expand your ability to lead change:

- [How to stay resilient in times of uncertainty](#)  
We are living in a complex world with change all around us. Naturally, this can make you feel uncertain or fearful about the present and future. The good news is that resiliency – the ability to thrive in times of change and uncertainty – is learned, and you can start building your resilience today. Use the tips in the link to take on a more flexible, resilient mindset.
- [Managing your](#) reactions  
The skills in this area are designed to help you strengthen managing your reactions in the workplace.
- [Monitor your impact on others](#)  
At some point, almost everyone will experience intense emotions in the workplace. Our emotional states can be highly contagious, and may have a significant impact on others, affecting their mood and the way they function at work. Those who are most likely to be strongly impacted by your emotional state include those who are already stressed, who fear your disapproval, or who are experiencing depression or anxiety-related symptoms. Whether you wish it to or not, your mood affects workplace productivity, and staying aware of your impact on others can help you optimize your leadership.
- [Helping Employees Manage Change](#)  
Any organizational change may have an unsettling impact on employees. You can help through thoughtful planning, effective communication, and engaging employees in exploring how changes can be handled in a psychologically safe way.
- [Reacting to change](#)  
This team-building activity can help develop awareness of how we react to change.
- [Dealing with Other People's Negative Emotions and Reactions](#)  
The skills in this area are designed to help you deal with other people's negative emotions and reactions.
- [Quick-Start Guide for Applying ADKAR® to Today's Change Challenges](#)  
Identify common restraining forces during a change and ways to overcome them in order to help your employees move through change.

## The Change Curve

The following table outlines the four phases of the Change Curve and proposes resources to manage the transition through each phase. Use these resources to move yourself through the change curve and share them with staff to help them process and adjust to change.



Phase	Description	Resources
<p><b>Shock and Denial</b></p> <p>The first reaction to change is usually shock. This initial shock, while frequently short-lived, can result in a temporary slowdown and loss of productivity.</p> <p>After the initial shock has passed, it is common for individuals to experience denial. At this point focus tends to remain in the past. There's likely to be a feeling that everything was OK as it was, so why does there need to be a change?</p> <p>It is common for people to convince themselves that the change isn't actually going to happen; or if it does, that it won't affect them.</p>	<p>Identify your personal core values and plan ways to live in alignment with them, even during times of uncertainty and change.</p>	<p><a href="#">Identifying Your Values</a></p>
	<p>The intention of the exercise is to make the link between how our thoughts and emotions can lead directly to our physiological reactions and behaviours. Becoming more aware of thoughts and emotions, can help us better manage or respond to the reactions that follow.</p>	<p><a href="#">Linking Emotions, Thoughts and Behaviours</a></p>
	<p>Dealing with distressed workers is challenging for a number of reasons, not least of which is the impact that other people's emotional responses have on us. At times simply being aware of the ways others can affect our emotions gives us more options in terms of how we want to respond.</p>	<p><a href="#">Why Other People's Emotional Responses Impact Us</a></p>
	<p>Interactions with distressed workers are complex and delicate, and often occur when the leader is faced with their own personal barriers and emotional triggers, making it especially difficult. This worksheet helps you begin to organize your thoughts on personal barriers related to dealing with the main emotion categories that arise in the workplace: anger, fear and sadness.</p>	<p><a href="#">Understanding Personal Barriers</a></p>

	This team-building activity helps build effective problem-solving skills to reduce the stress that can be caused by worrying.	<a href="#">Dealing with Worry</a>
<b>Phase</b>	<b>Description</b>	<b>Resources</b>
<p><b>Resistance</b></p> <p>As time goes by, people realize things won't return to normal. People fear that the change is real and permanent. They feel hurt, demotivated and overwhelmed.</p> <p>People don't understand "why" and "what is in it for me?"</p>	Practice reframing how you think of the current situation, to give it a more beneficial meaning to you.	<a href="#">Reframing</a>
	Anger can be a normal, healthy and useful emotion that we all experience. At times anger is a secondary emotion that hides other underlying emotions. To help process those emotions, try to identify examples of when anger may have been covering a primary emotion.	<a href="#">Anger as a Symptom</a>
	While originally created for students, this guide contains useful activities to: 1) reduce difficult emotional states and excessive anxious arousal and/or stress; 2) increase energy, stimulate the mind, and improve mood; 3) help students be more receptive to learning; and importantly, 4) provide coping skills that will be helpful for life.	<a href="#">Coping Strategies for Supporting Students</a>
	Workplace situations that are stressful and/or ambiguous can increase the likelihood that we react or make decisions in impulsive ways leading to poor results. Plan ways to proactively take action to reduce the likelihood of making an impulsive decision in the moment.	<a href="#">Avoiding Impulsive Decisions</a>
	Emotionally driven thoughts can be unrealistic and inaccurate. They can have a serious impact on your mood, your confidence, and your effectiveness at work. Use the questions in this worksheet to challenge these thoughts and come up with more realistic perspectives on a situation.	<a href="#">Challenging Troublesome Thoughts</a>
	Certain workplace situations create feelings of anger for most of us. This guide offers tips for expressing anger appropriately in the workplace.	<a href="#">Expressing Anger Appropriately</a>
	Asking respectful, open-ended questions can often help obtain information about a worker's emotional reactions, providing a unique understanding of their experience when emotionally distressed. Individuals are much more likely to feel comfortable and supported in	<a href="#">Empathic Questions</a>

	the workplace when they feel they are understood.	
<b>Phase</b>	<b>Description</b>	<b>Resources</b>
<p><b>Exploration</b></p> <p>After resisting and fighting reality, people accept that the change is real.</p> <p>Though people still dislike the change, they start attempting to make things work. They spend time planning, generating ideas and taking risks. They begin seeking help and also offer support. People start thinking that maybe they can adapt to the new change.</p> <p>But because they entered the exploration phase, it does not mean that they can't slip back into resistance. People bounce between these two phases often, and even more than once.</p>	<p>This two-page article offers leaders suggestions for keeping people focused, while also helping them cope with the feelings that change and ambiguity bring up.</p>	<p><a href="#">How to Keep Your Team Focused and Productive During Uncertain Times</a></p>
	<p>The Leadership Development Resource Guide is a practical tool to support you in planning and managing your professional development for performance success and career growth. It provides you with suggestions for development activities and learning resources organized according to the LEADS in a Caring Environment framework.</p>	<p><a href="#">Leadership Development Resource Guide</a></p>
	<p>Your mind constantly processes information without your full awareness. Many (even most) thoughts and mental images spring to mind without any conscious initiation or involvement on your part. As you adjust to new situations, it is useful to be aware of your patterns of thought since these thoughts have a significant impact on your perceptions of your role and effectiveness in the workplace.</p>	<p><a href="#">The Emotional Impact of Automatic Thoughts</a></p>
	<p>This team-building activity can help develop shared and reasonable expectations in terms of quality of work.</p>	<p><a href="#">Good Enough vs. Perfection</a></p>
	<p>This team-building activity helps team members think about and articulate the strengths that others bring to the team.</p>	<p><a href="#">Acknowledging Strengths</a></p>

Phase	Description	Resources
<p><b>Commitment</b></p> <p>A more optimistic and enthusiastic mood begins to emerge. Individuals accept that change is inevitable, and begin to work with the changes rather than against them.</p> <p>The final steps involve integration. The focus is firmly on the future and there is a sense that real progress can now be made. By the time everyone reaches this stage, the changed situation has firmly replaced the original and becomes the new reality.</p>	<p>Use the Personal Power Grid to assess situations based on the control you have and the actions you can take in order to focus your attention and expend your energy where they can have the greatest impact.</p>	<p><a href="#">Personal Power Grid</a></p>
	<p>All humans have a number of core, basic needs. The fulfillment of your basic human needs is critical for your overall life satisfaction and can strongly affect your work performance and how you interact with others. This worksheet asks you to specify actions you can take to work towards ensuring these needs become fulfilled.</p>	<p><a href="#">Understanding Basic Human Needs</a></p>
	<p>This team-building activity helps recognize positive accomplishments that may not otherwise have been acknowledged.</p>	<p><a href="#">Acknowledging our Accomplishments</a></p>
	<p>This team-building activity helps team members develop skills for calming the mind, to improve focus and reduce stress.</p>	<p><a href="#">Mindful Minutes to De-stress</a></p>

