



MANAGING PEOPLE & TEAMS

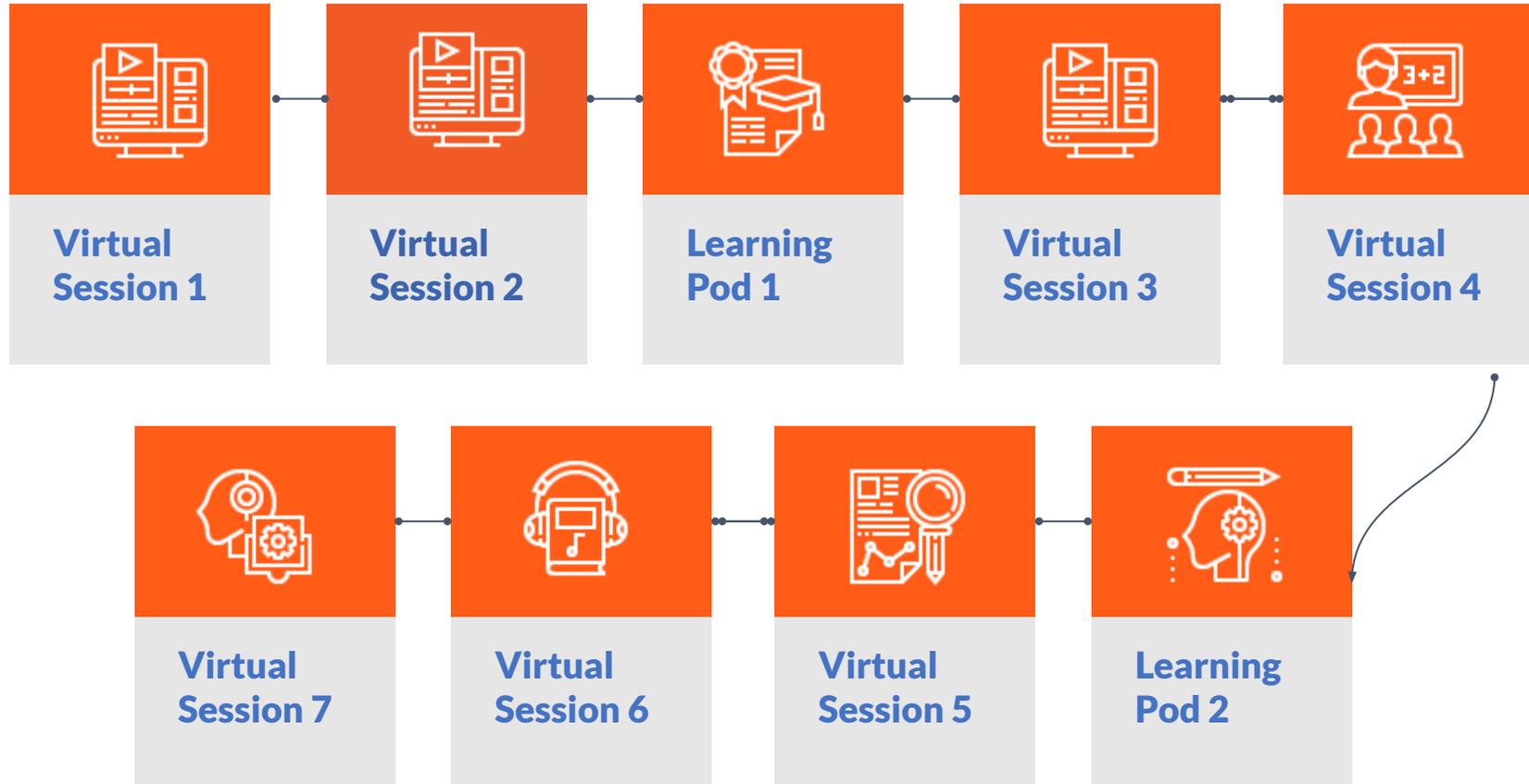
 Jennifer Deane
COACHING

Virtual Meeting Ground Rules

1. Say “Hello” when joining (helps ensure audio is working)
2. Change name to be accurate
3. Video on
4. Minimize distractions
5. Presence - No Multitasking
6. Mute when not speaking
7. Raise hand to speak
8. Assign someone to report back from each breakout



Program at a Glance



Today's Agenda

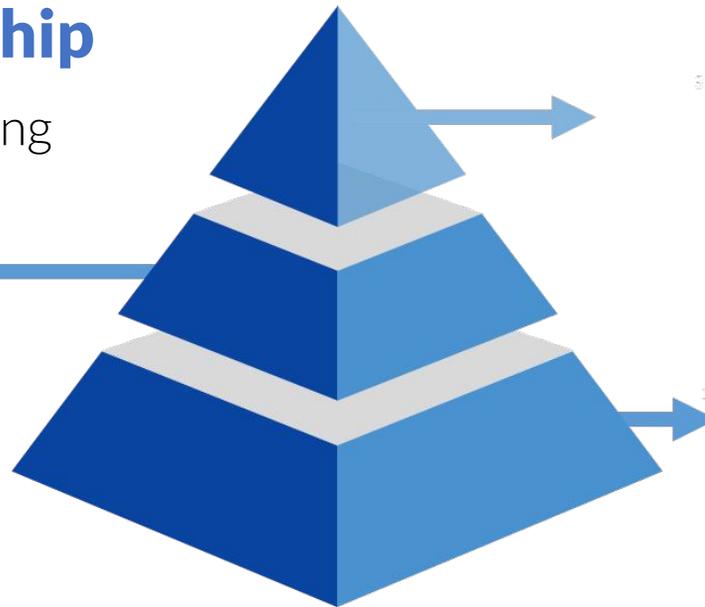
People & Team Leadership

- Balancing Managing & Leading
- Build Clear Expectations
- Delegate Collaboratively
- Develop Others/Empower Performance
- Lead Meetings
- Navigate Conflict
- Build Relationships

REFLECT

LISTEN

LEARN



Organizational Leadership

- **Lead Change**
- Think Big & Strategically

Self Leadership

- Build Self Awareness & Identity
- Align Time & Priorities
- Communicate Clearly

"Change is the only constant."
-Heraclitus





POLL

Change is the new normal

62,000

Mergers & Acquisitions in 2021 globally.

Demergers and divestitures increased

Over
\$5 Trillion
(US) in costs.

Career Shock and the 'Great Resignation'

- *It's not just the pandemic*
- **4.25 million people** quit their jobs in the US.

Bottom line, change costs a lot.

*[PWS web article on Global Industry Trends for 2022](#). Global M&A Industry Trends: 2022 Outlook

Why you need to *lead* change

44%

of projects fail to meet either time, budget or quality goals.

“Making Change Work”,
Survey of 1,500 change
management executives, IBM,
October 2008

65%

of IT projects either failed
or were challenged to
achieve their ROI (46%).

Chaos Report, Standish
Group International, 2006

31%

Sr. HR managers say their
workforce unable to adapt
to change without major
**risk to productivity and
engagement.**

Right Management Survey of
117 HR Professionals, 2009.

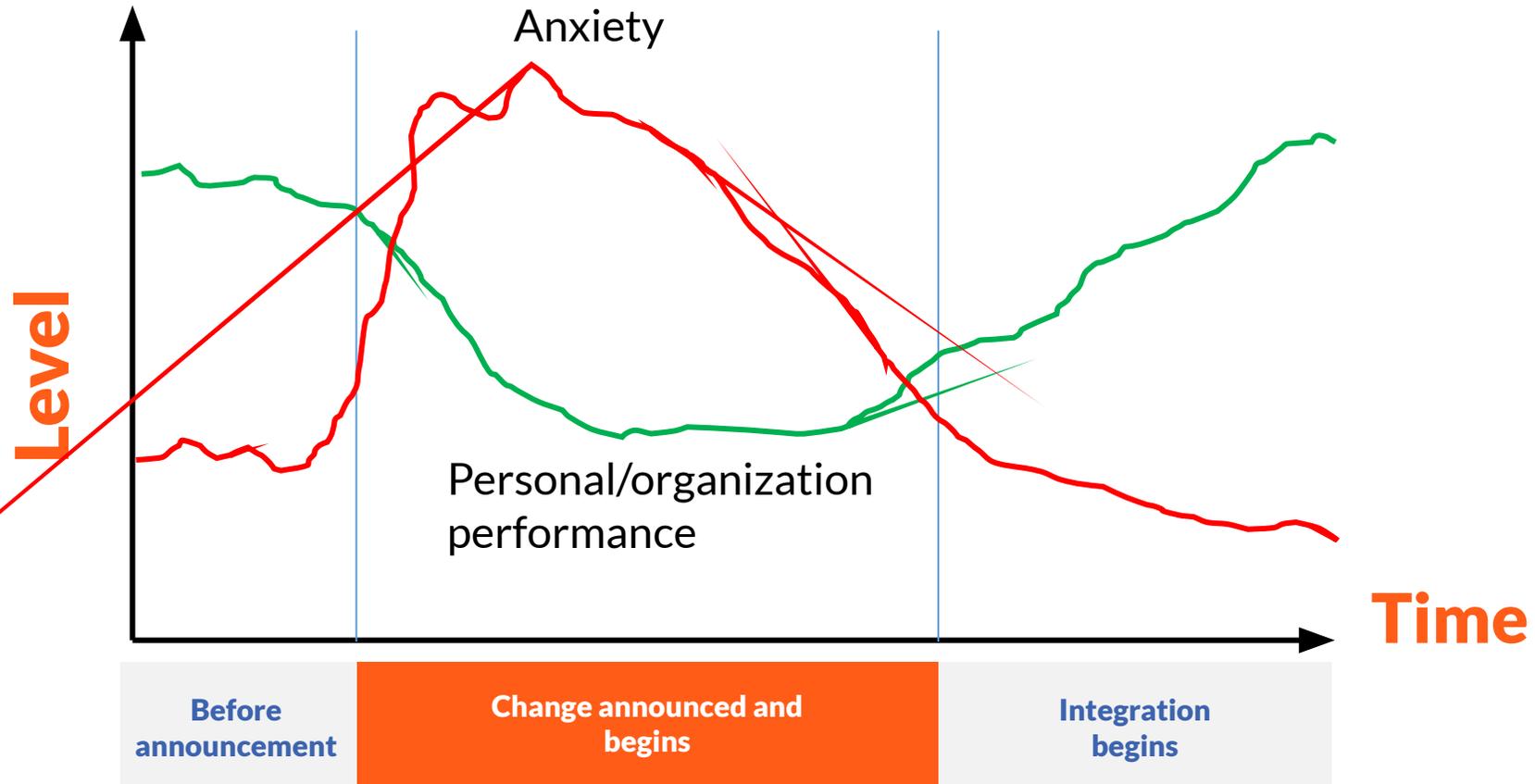
So – there is significant cost while not quite meeting the expected outcomes or ‘return on investment’.

Agenda

- WHY change can seem so hard
- Why people resist change
- 3 Strategies to lead change confidently
- 3 Strategies to help people through resistance



What Happens During Change

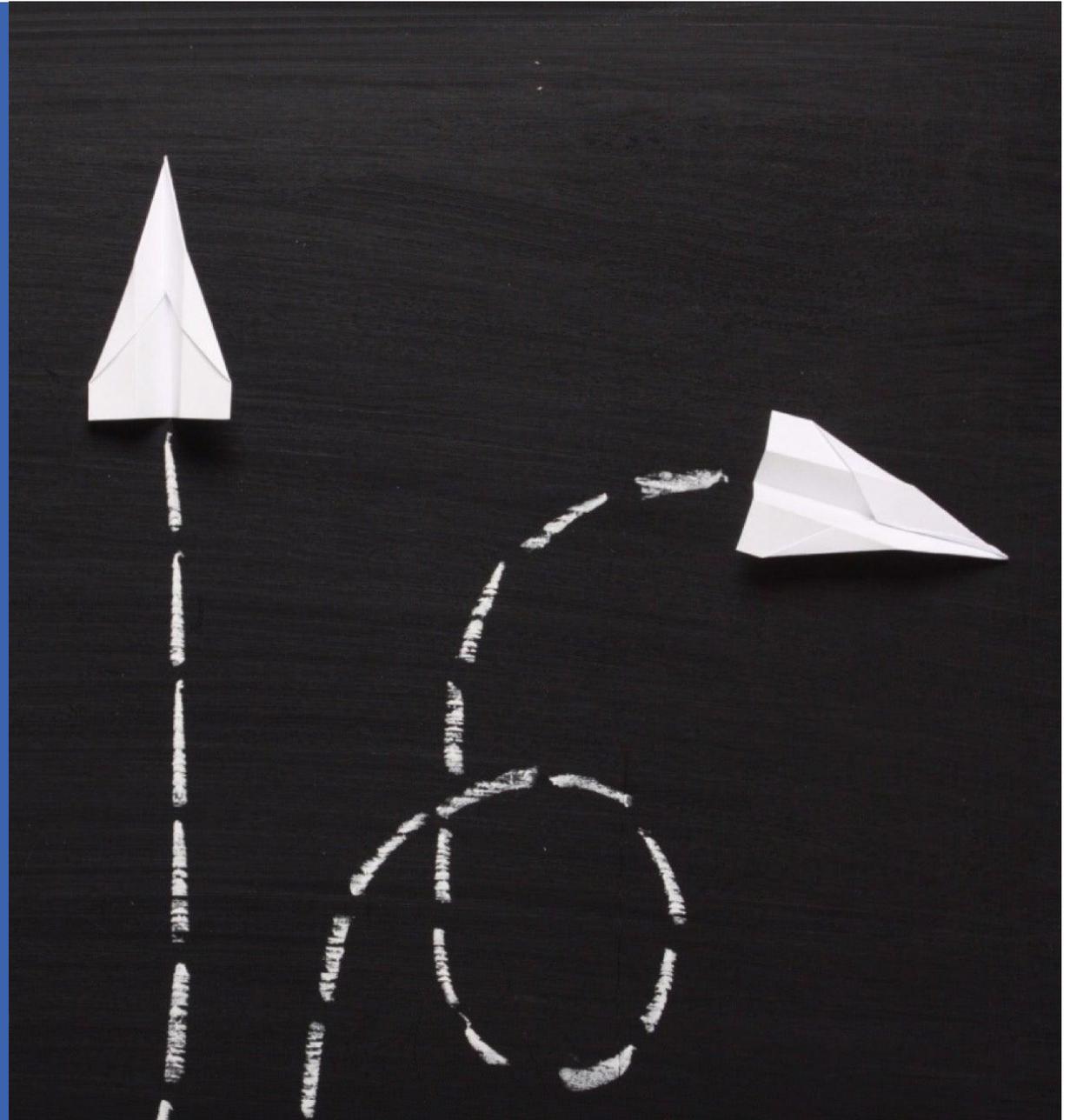


What is Change Management?

A purposeful, proactive way to implement change, so that people are ready, willing, and able to **Embrace** the change.

Real life change

- Break out groups
- 6 minutes
- What are some real-life changes impacting you and your team(s)?

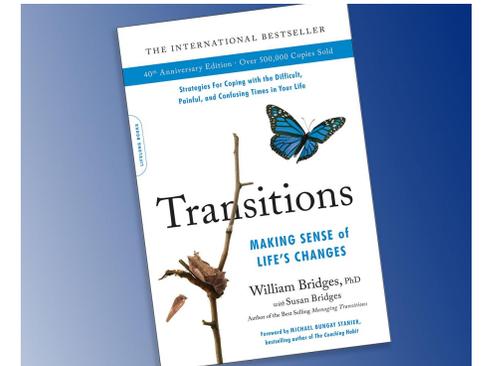
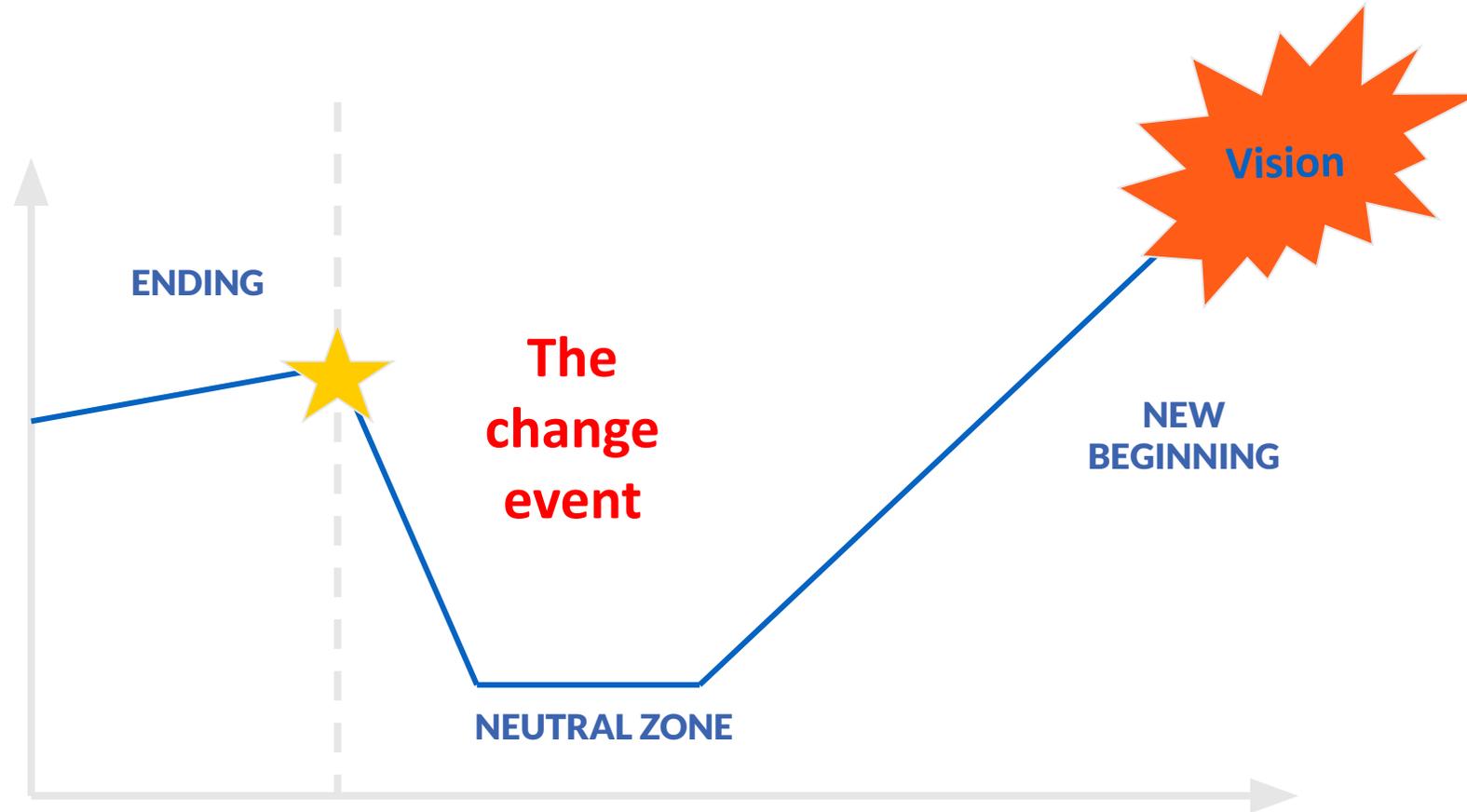


Change vs. Transition

The difficulty may not be with the change but with the transition:

CHANGE	TRANSITION
External	Internal
Event-based	Experience-based
Situational	Psychological
Can occur quickly	Always takes time
Outcome-based	Process-based

The transition process



Adopted from
William Bridges -
Transitions

Managing endings

This is about **letting go** of the way things used to be-or even more difficult, the way **you** used to be

Think of a recent change:

- What might be ending in the employee's eyes?
- How is the ending making itself apparent?
- What is one thing I could do to mark endings?

Managing 'the pit'



The **'neutral zone'** - things aren't what they used to be, but they aren't the new way yet either.

Think of a current change:

- Who might be in the neutral zone?
- What signs or symptoms are you seeing?
- What is one thing you can do, to help your employee(s) through this neutral zone?

Managing new beginnings



The third phase-**new beginnings** - is when you start to do things in new ways and begin to see *value* in the new direction

In the breakout group, pick 1 real change and discuss:

- How would you describe the 'new beginning'?
- What are the benefits to 'them' for moving toward this change?

What is resistance?



SCARF

Status

Certainty

Autonomy

Relatedness

Fairness



Say - Do - Reinforce

WHAT TO SAY

- What is changing?
- Why is it changing?
- Who might be impacted?
- How will it take place?
- If you don't know, say so...

WHAT TO DO

- Be available
- Meet with your teams specifically about this change
- Meet with individuals, specifically about this change...
- Model the way
- Focus on what is working

WHAT TO REINFORCE

- Meaningful work that still needs to be done
- Effort – recognize those who are doing their best
- Provide positive feedback and ideas
- Existing skills and knowledge that is valuable.
- Forward-thinking and resourcefulness



The Marathon Effect

When they're in 'transition'

Use CARE.

- **Communicate** – early & often, even when you don't know the outcome. What, why, when, how.
- **Ask** – about their concerns & ideas. What's ending for them? What's the new goal? What ideas do they have?
- **Reassure** – what are they good at? What opportunities are there? what DOES stay the same? *recognize effort!
- **Empathy** - let them know you understand. Share your experience with change. Remember the SCARF model.

References

- Managing Transitions, William Bridges, (1997, 3rd Edition 2009)
- Leading Change, John Kotter, (1996)
- It Starts with One, Gregersen and Black, (2008)
- Quiet Leadership, David Rock, (2006)
- What Happy People Know, Dan Baker, (2003)
- Learned Optimism, Dr M. Seligman, (1990)
- First Break All The Rules, Buckingham, (1999)
- Leading Cultural Competence, Scott Bristol, (2009)

Takeaways

Share your Biggest takeaway from today?



Choose Your Own Adventure Assignment

1

Self Leadership

Finish any existing
assignments

2

People & Team Leadership

Finish any existing
assignments

3

Organizational Leadership

Complete the Change
Leadership Plan for an
upcoming change you
want to implement on
your team