

Thriving Through Change:

Transforming Your Workplace in Response to Changing Times



OCT 1: ANNUAL MEETING Hybrid

OCT 2: FULL-DAY CONFERENCE

Killington Grand Resort & Conference Center

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- ❖ Listen to YOUR lawyer
- ❖ This presentation is educational and does not constitute legal advice, nor does your attendance here create an attorney-client relationship with me, PACIF or VLCT.
 - +If you are seeking legal advice on a workplace matter, just contact me offline!
- ❖ Mind any relevant CBAs or policies

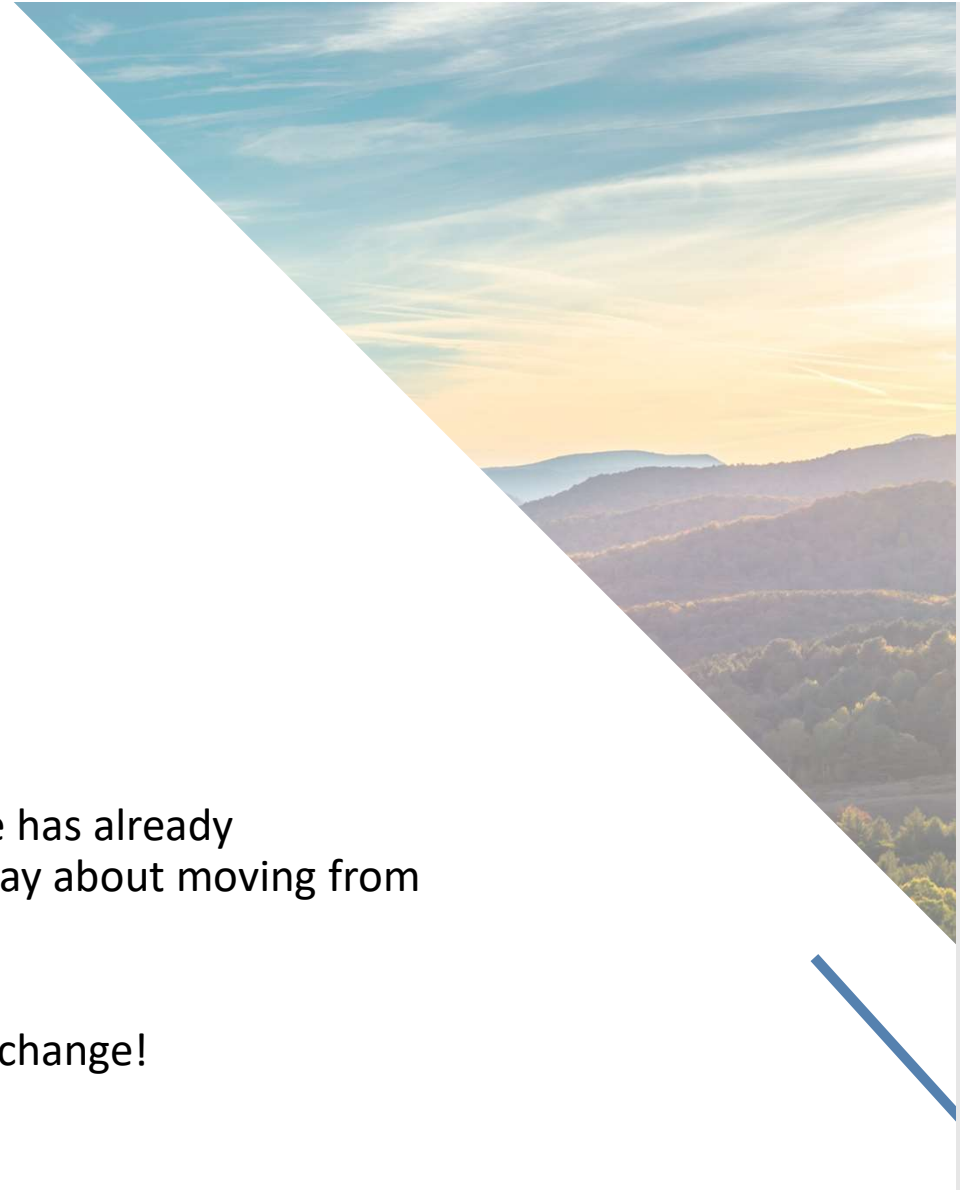
Agenda

- W.I.I.F.M. as a leader?
- The Emotions of Change
- Get Organized!
- A Planful Process (with a case study)

*Assumption 1: the leadership decision to make a change has already happened, and leaders are committed. We're talking today about moving from decision to implementation.

*Assumption 2: change is inevitable!

*Assumption 3: these strategies can be helpful with ANY change!





What's In It For Me?

- A structured and planful process that:
 - Minimizes employee resistance and emotional reaction,
 - Builds stakeholder (employee, board, public) support and trust,
 - Minimizes disruption to operations, and
 - Achieves the organization's goals
- Supports your leadership
- Directly reflects organizational effectiveness

- But first, is the organization ready for the change?
Analyze current feasibility.

<https://youtu.be/UCIOM8WBe5c?si=SfxyGARl6fvdgl7b>



Managing Emotional Responses

- Change feels destabilizing and threatening
- Emotional response to a threat is the brain's survival mechanism
- If unresolved, decreased feelings of connection to work which impacts operations
- Goal: maintain employee connection to the organization throughout the change process

Leader strategies

- Assume good faith
- Anticipate and acknowledge the feelings
- Invite grace in making mistakes and encourage learning
- Cultivate trust, openness, psychological safety
- Be open, present and available to your team
- Big ears, small mouth
- Be proactive and responsive

Change Planning Team


RACI chart

Activity Description	Roles					
	Sponsor	Project Authority	Project Manager	Team Member 1	Team Member 2	Team Member 3
1	A	I	I	R	I	R
2	I	A	R	I	R	I
3		C	A	I	R	I
4	A	I	I	R	I	R

R: Responsible, A: Accountable, C: Consulted, I: Informed

Communication Plan

Communication Plan				
Stakeholder/ Stakeholder Group	Objectives (Actions Desired)	Message Content	Delivery Method(s)/Venues	By When (Frequency)


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2016 Internal Comms Content Calendar

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March

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	Deadline Women's Day Campaign Approval				Employee Appreciation Day	
		Plan Easter Comms		International Women's Day	Deadline Remind Departments for Content	
		Women's Week Campaign				
Daylight Savings			Deadline Easter Comms to Designers		Women's Day Campaign Report Due	St Patrick's Day
		First Day of Spring		Send Easter Comms for Approval		
	Deadline Easter Comms Approval		Send Easter Comms		Good Friday	

PROJECT CHECKLIST				
DEADLINE	PROJECT	OWNER	STATUS	NOTES

GENERAL NOTES	

COLOR CODE	
Team	Color

Instructions Quarterly Overview January February March April May June July August September October November

Many Models for Change Management Processes

For example.....

- Jeffrey Hiatt's ADKAR Model
 - Awareness of the need for change, Desire to make change, Knowledge about how to change, Ability to implement skills and behaviors, Reinforcement to make the change stick
- John Kotter's 8-step Model
 - Build a coalition, form a strategic vision, enlist volunteers, enable action and remove barriers, generate short term wins, sustain acceleration, institute change
- **Google 4-phased approach**
 - **Why? What? Who? How?**

Why are we doing this?

- Write down the org's case for why. Also have a 5-min/1-para version.
- Use a compelling story?
- Transparency of process and analysis!
- Employee WIIFM
- Create the change team and draft planning documents

Case study: Town-wide implementation of self-service time and attendance software

Communication!

- Making announcements about the change – why, what, who, how
- Anticipate employee questions/concerns/reluctance and response (FAQ?)
- Leadership cascade?
- External/public communications?
- Formal pathways for employee/resident feedback, then respond
- Round and/or have 1:1s with employees or teams who have more questions/need more time to understand reasons/impacts/plans
- Work to address unanticipated concerns/consequences
- Validate frustrations

Case study check-in!

Train and Support

- Identify skills/process deficits on the team
- Plan education/training needed and convey the plan to employees
- Provide resources
- Think through timing for upskilling
- Identify early-adopters to be peer ambassadors
- Identify people and resources for employees to ask questions
- Mix passive training with hands on attempts
- Intervene if some are slow to catch-on or are making errors

Case study check-in!

Have we changed? Is it real?

- Conduct “audits” to ensure universal adoption and accuracy
- After action report?
- Solicit feedback and respond to concerns
- Transfer accountability from project team to operational leaders

Case study check-in!

Questions? Discussion? Yes, please!

Upcoming Events:

Workplace Matters: Employee Engagement
November 14, 12p-1p (virtual)

<https://www.vlct.org/training-events-calendar>



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