

HOW TO LEAD CHANGE

WITHOUT STRESSING EVERYONE OUT

Resistance often results from feeling **stressed** and **overwhelmed**.

Leaders can reduce resistance to change by understanding and addressing **employee needs** at each phase of the change process.*

*Kraft, A., Sparr, J. L., & Peus, C. (2018). Giving and making sense about change: The back and forth between leaders and employees. *Journal of Business and Psychology*, 33(1), 71-87

THOUGHT QUESTIONS:

- What changes are you thinking of making at your organization?
- What will your employees need during each phase?

EMPLOYEES NEED ACKNOWLEDGEMENT

- Need to understand **their own role** in a successful change - this will build confidence in their **capacity** for future change

EMPLOYEES NEED BALANCE

- May struggle with **impatience** and **frustration**
- May focus only on the **negative consequences** of the change

EMPLOYEES NEED CONTEXT

- Worry about **personal impact**: "How will this affect me?"
- May swing between **emotional extremes** like hope and fear

EMPLOYEES NEED REASSURANCE

- May be confused and **worried** by rumors
- Are concerned about **uncertain future**

PHASE 4 EVALUATING CHANGE

PHASE 3 IMPLEMENTING CHANGE

PHASE 2 PREPARING FOR CHANGE

PHASE 1 THINKING ABOUT A POTENTIAL CHANGE

TO RELIEVE STRESS, LEADERS CAN...

- **Give feedback & convey confidence** in employees
- **Be honest** about the successes & failures - this will **build trust** in future change initiatives

TO RELIEVE STRESS, LEADERS CAN...

- **Listen** to ongoing questions & concerns
- Spread a **balanced message** of the positives as well as the negatives

TO RELIEVE STRESS, LEADERS CAN...

- **Lead conversations** about the **potential impact** of change
- **Make room** for employee emotions

TO RELIEVE STRESS, LEADERS CAN...

- **Actively address rumors** and concerns
- **Remain available & attentive** to employees

Start here

