Engaging Teams Through Turbulent Times

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Your facilitator: María Badalí

- Principal and Lead Consultant at Arkle Consulting Group, specializing in change management, strategic planning, leadership & team effectiveness
- 20 years of experience as Management Consultant, Facilitator and Executive Coach for clients across sectors and geographies
- Board member of the Association of Nonprofit Specialists & trustee of Elysian Charter School
- MBA in Strategic Management & Finance; a Masters in Linguistics & Pedagogics
Session objectives

• To help you better **understand** how to manage change, as well as attend to the balance between the **operational and human sides of change**

• To ensure that you leave with at least one **practical idea** on how to use this knowledge to more effectively navigate change both personally and professionally
What is your attitude toward change?

Avoid at all cost  ◆  Would rather not  ◆  Bring it on

“Our attitude toward life determines life’s attitude towards us.”

John N. Mitchell
5 key learnings about Change

1. Everyone reacts to change differently
   - Our reactions vary with the **type of change**
   - We must be aware of our own **personal reactions** to change in order to effectively navigate others through change

2. Every change has both: potential **gains** and **losses** that are experienced personally and organizationally

3. Change is more difficult, when the future is uncertain or unclear

4. Complex change MUST be managed

5. There is a **human side** of change that can make a difference between successful and unsuccessful change
An important distinction:

**CHANGE**
- Structures
- Systems
- Processes
- External shifts

**TRANSITION**
- Attitudes
- Beliefs
- Behaviors
- Psychological re-orientation

Adapted from “Surviving Corporate Transitions” by William Bridges, Ph.D.
Top question about change

How will this change affect me?

“50% of lost productivity during a transition (to change) is caused by employees wasting time while waiting for answers to the “ME” question.”

Source: Price Pritchett & Ron Pound
# The human side of change

<table>
<thead>
<tr>
<th>For the <strong>Change Agent</strong> the Change is...</th>
<th>For the <strong>Change Target</strong> the Change is...</th>
</tr>
</thead>
<tbody>
<tr>
<td>A conscious, planned decision</td>
<td>Out of their control</td>
</tr>
<tr>
<td>Seems gradual</td>
<td>Seems sudden</td>
</tr>
<tr>
<td>Solves a problem</td>
<td>Creates problems</td>
</tr>
<tr>
<td>Seems logical</td>
<td>Seems arbitrary</td>
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<tr>
<td>Provides new opportunities</td>
<td>Disrupts routines</td>
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**Intentional**  
**Imposed**
“The role of the manager is to change the change so that it ceases to be seen as an end to what is desirable and becomes, instead, a sacrifice that is necessary to protect what is really desirable.”

William Bridges, “Surviving Corporate Transitions”
Transitioning: The human side of change

- Denial
- Resistance
- Acceptance
- Exploration

Motivation / Engagement

Time

Commitment
## Strategies for moving along the curve

<table>
<thead>
<tr>
<th>When we are here:</th>
<th>We need:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denial - Resistance</td>
<td>• Information, Information, Information</td>
</tr>
<tr>
<td></td>
<td>• To know that change WILL happen</td>
</tr>
<tr>
<td></td>
<td>• Time to let things sink in</td>
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<tr>
<td>Exploration</td>
<td>• More specifics of the change – when/how</td>
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<tr>
<td></td>
<td>• To ask questions</td>
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<td></td>
<td>• Encouragement and support</td>
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<tr>
<td>Acceptance</td>
<td>• Training</td>
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<tr>
<td></td>
<td>• Clarity of priorities</td>
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<tr>
<td></td>
<td>• To provide feedback</td>
</tr>
<tr>
<td></td>
<td>• To see progress / results / quick wins</td>
</tr>
<tr>
<td>Commitment</td>
<td>• To be recognized for accomplishments</td>
</tr>
<tr>
<td></td>
<td>• To understand long-term goals</td>
</tr>
</tbody>
</table>
How to manage Change and Transition

The goal is to get ourselves ready, willing and able to implement and sustain new ways of working

**READY**
Understand reasons for change and evolving vision for the new norm
Understand why it is important to me (WIIFM), the organization, and the clients

**WILLING**
Know my role in making this change successful
Be clear about expectations

**ABLE**
Proactively ensure that you have the tools to do the work
Prioritize pragmatic action

• Focus on what you can control
  • ...directly through your own behavior
  • ...indirectly through the behaviors of others
  • Choose to see the opportunity, instead of getting stuck concentrating on the challenge. Ask: “What could be good about this?”
  • Identify ways to leverage influence by collaborating with others
Prioritize pragmatic action (cont’d)

• Focus on what you can control

• Embrace short-term approach
  • Don’t stand still awaiting the answers / the ”final” strategy. Move your team forward.
  • What projects can your team execute in 30, 60, 90 days that will benefit the organization regardless of which direction the strategy takes?

• Prioritize
It’s a Two-Way Street

**Change Agent (Management)**
- Do your homework
- Communicate (even without complete information)
- Encourage input
- Listen, observe, show that you care
- Enforce accountability
- Walk the talk

**Change Target (Staff)**
- Do your homework
- Listen; Give benefit of a doubt
- Share ideas
- Listen, observe, show that you care
- Embrace responsibility
- Provide feedback
Thank you for your participation!