

# Leadership Challenges During Change

- Emotional stress and guilt related to making decisions that have powerful consequences on employee's lives.
- Implementing changes which were decided from above; that you may not agree with.
- Being a focal point of employee anger, fear and mistrust as they go through the change process. Fear of violence or other acting out behavior.
- More personal and emotional problems brought to your desk; many you cannot solve.
- Feeling responsible for a department's productivity and reputation as resources, staff and other support is reduced. Loss of self esteem if quality of departmental performance declines.
- Job insecurity.
- Burning out by taking too much work on, long hours, not taking breaks or vacations, worrying about work at home, insomnia, unrealistic expectations, perfectionism.
- Difficulty delegating tasks because everyone else is already overloaded with work.
- Being misunderstood, misinterpreted, not listened to. Need to communicate more carefully and repeatedly.
- Increased need to address issues of staff morale, discipline, motivation, complaints and interpersonal conflicts, though there is less time available for resolving these problems.
- Sense of loneliness and isolation, hard to find personal support within the organization.
- Less support from above: management overwhelmed or unavailable.

## Launching a New Beginning

*(Adapted from "Managing Transitions" by William Bridges)*

- Clarify and communicate the purpose behind the outcome you seek.
- Paint a picture of how the outcome will look and feel.
- Create a step-by-step plan.
- Give each person a part to play in the plan AND the outcome.
- Be consistent with the message.
- Ensure quick successes.
- Symbolize the new identity.
- Celebrate the success.

## Managing People During Organizational Transitions

*(Adapted from "Managing Transitions" by William Bridges)*

***"The single biggest reason organizational changes fail is that no one thought about endings or planned to manage their impact on people."***

- Identify who's losing what.
- Accept the reality and importance of the subjective losses.
- Don't be surprised at "overreaction".
- Acknowledge the losses openly and sympathetically.
- Expect and accept the signs of grieving.
- Compensate for the losses.
- Give people information, and do it often.
- Define what's over and what isn't.
- Mark the endings.
- Treat the past with respect.
- Let people take a piece of the old way with them.
- Show how endings ensure continuity of what really matters.

## Rebuilding Trust

(Adapted from "Managing Transitions" by William Bridges)

- Do what you say you will. Don't make promises you can't or won't keep.
- Listen to people carefully and tell them what you think they are saying.
- Understand what matters to people and work hard to protect whatever is related to that.
- Share yourself honestly.
- Ask for feedback and acknowledge unasked-for feedback on the subject or your own trustworthiness. It may be biased and you don't have to swallow it whole. But check it for important half-truths.
- Don't push others to trust you further than you trust them.
- Don't confuse being trustworthy with "being a buddy." Being a buddy for a purpose is an untrustworthy act.
- Don't be surprised if your trust-building project is viewed a bit suspiciously. Such mistrust is a form of self-protection, and no one readily gives that up.
- If all of this is too complicated to remember just remind ourselves. "Tell the truth".

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