

Steps for Leading Change

1

Listen and Understand Objections



A critical step any manager should take when creating desire to change is to **listen**.



In many cases employees simply **want to be heard** and to voice their objections.



Understanding these objections can often provide a clear **path toward resolution**.



Listening can also help managers **identify misunderstandings** about the change.

2

Focus on the “What” and Let Go of the “How”



For some types of changes, it is effective for managers to let go of the ‘how’ and simply communicate **‘what’ needs to change** (focus on outcomes).



This process transfers **ownership of the solution** to employees.



Employee involvement and ownership naturally builds desire to support the change.

3

Remove Barriers



Barriers may relate to **family, personal issues, physical limitations or money**.



Fully understand the individual situation with this employee. What may appear to be resistance or objections to the change may be disguised barriers that the employee cannot see past.



Identify the barriers clearly.



Determine ways that the organization may be able to address these barriers.

4

Provide Simple, Clear Choices & Consequences



Building desire is ultimately about **choice**.



Managers can facilitate this process by **being clear** about the choices employees have during change.



Communicate in **simple and clear terms** what the choices and consequences are for each employee.



By providing simple and clear choices along with the consequences of those choices, you can put the ownership and control **back into the hands of employees**.

5

Create Hope



Many people will **respond** to the opportunity for a better future.



Managers can create desire to change by sharing their **passion for change**, and by creating excitement and enthusiasm.



People will follow a leader who can create hope and whom they **respect and trust**.

6

Show the Benefits in a Real and Tangible Way

For some employees seeing is believing. Demonstrate the benefits of change in a real and tangible way:



Share case studies.



Invite guests to provide personal testimonials.



Visibly **demonstrate** the success of pilot programs or trials.

7

Make a Personal Appeal



A personal appeal works best with honest, open relationships where there is a high degree of **trust and respect**.

A personal appeal may sound like:

"I **believe** in this change."

"It is **important** to me."

"I would like your **support**."

"You would be helping me by **making this change work**."

8

Convert the Strongest Dissenters



Managers can use **special interventions** to convert strong and vocal dissenters.



The strongest dissenters can become your **strongest advocates**.



They are often **equally vocal** in their support as they were in their resistance.