MANAGER RESOURCES

Navigating Organizational Change

Change is emotional long before it's operational. Your role as a leader is to guide your team through the process with empathy, clarity, and support. This also requires building resilience to help you do this.

Understanding Phases of Change:	• Recognize the emotional stages people go through (similar to Kubler-Ross model) • Anticipate performance dips and resistance
Helping Teams Through Change:	• Mobilize the Middle (60%) • Be transparent about the change • Leverage peer influence authentically • Ask for input, don't just mandate
Meet People Where They Are:	• Recognize emotional differences among team members • Use one-on-one or small group conversations • Prioritize presence over persuasion
Provide Structure and Give Space:	• Define clear goals, roles, and expectations • Allow autonomy in execution and problem-solving • Empower team members to shape the change
Humanize the Process:	• Acknowledge loss, fatigue, and uncertainty • Normalize emotional responses • Be authentic about difficulties
Support Through Actions:	• Offer tangible, timely, and tailored support • Provide resources (job aids, mentors, training) • Continuously seek feedback
Increasing Resilience:	• Prioritize relationships and social connections • Set and achieve small goals to build purpose • Maintain physical health through exercise • Spend time in nature to reduce stress
Key Questions to Ask:	• "How are you really doing with everything going on right now?" • "What kind of support do you need right now?" • "What can we start doing, stop doing, and continue?" • "Do you have any ideas to make things better?"