

# LEADING THE HUMAN SIDE OF CHANGE



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# Leading the Human Side of Change

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"The types of behaviors needed to support change processes – taking risks, assuming new responsibilities, letting go of old ones, seeking feedback, asking for help, helping others, sharing information, suggesting improvements, experimenting, talking about errors and failure – will be in greater supply in a climate marked by mutual respect, trust and psychological safety."

Carsten Tams, Forbes



# Impact of Change at Work

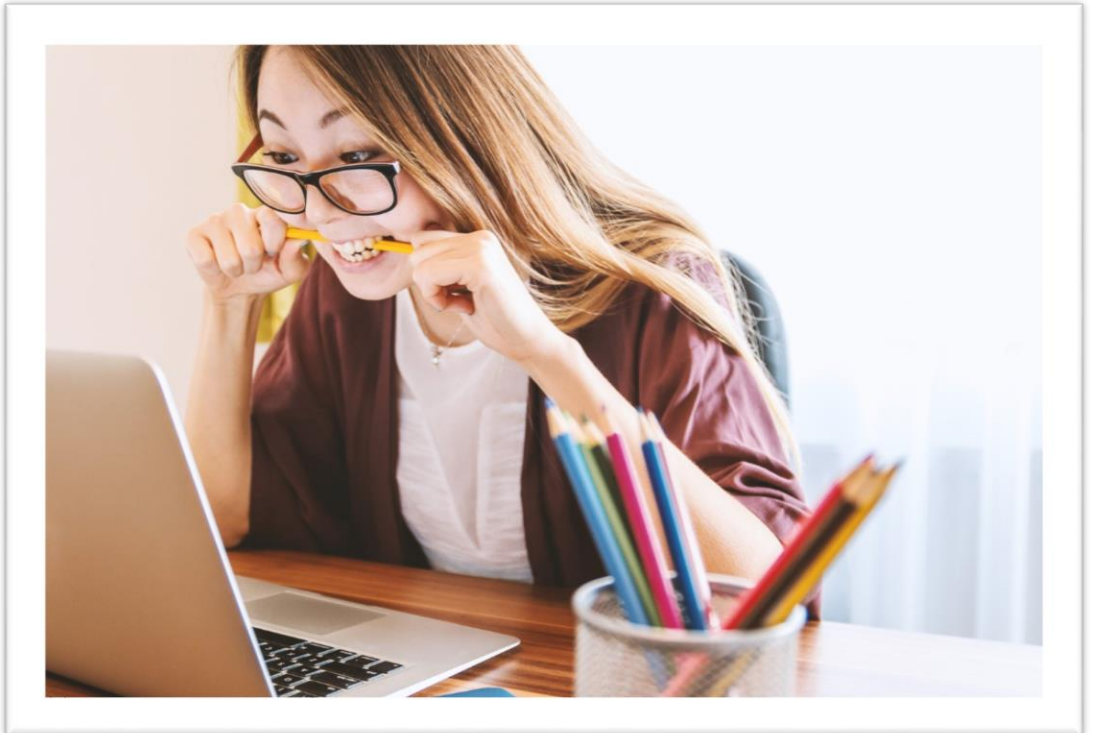
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## Leads to:

- ❑ Increase in absenteeism
- ❑ Decrease in productivity
- ❑ Strained employee relations
- ❑ Increase in stress
- ❑ Retention issues

“It is a terrible thing to look over your shoulder when you are trying to lead- and find no one there.”

Franklin D. Roosevelt, American President



# External Versus Internal Change

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## External Change:

- ❖ What's changing on the outside?
  - Reorganization, policies, procedures, regulations, personnel, equipment, technology, etc.

## Internal Change:

- ❖ What's happening internally?
  - Psychological process occurring in response to the external change
  - Usually includes experiencing grief and loss as we internalize and come to terms with the change

# Why is Change Difficult?

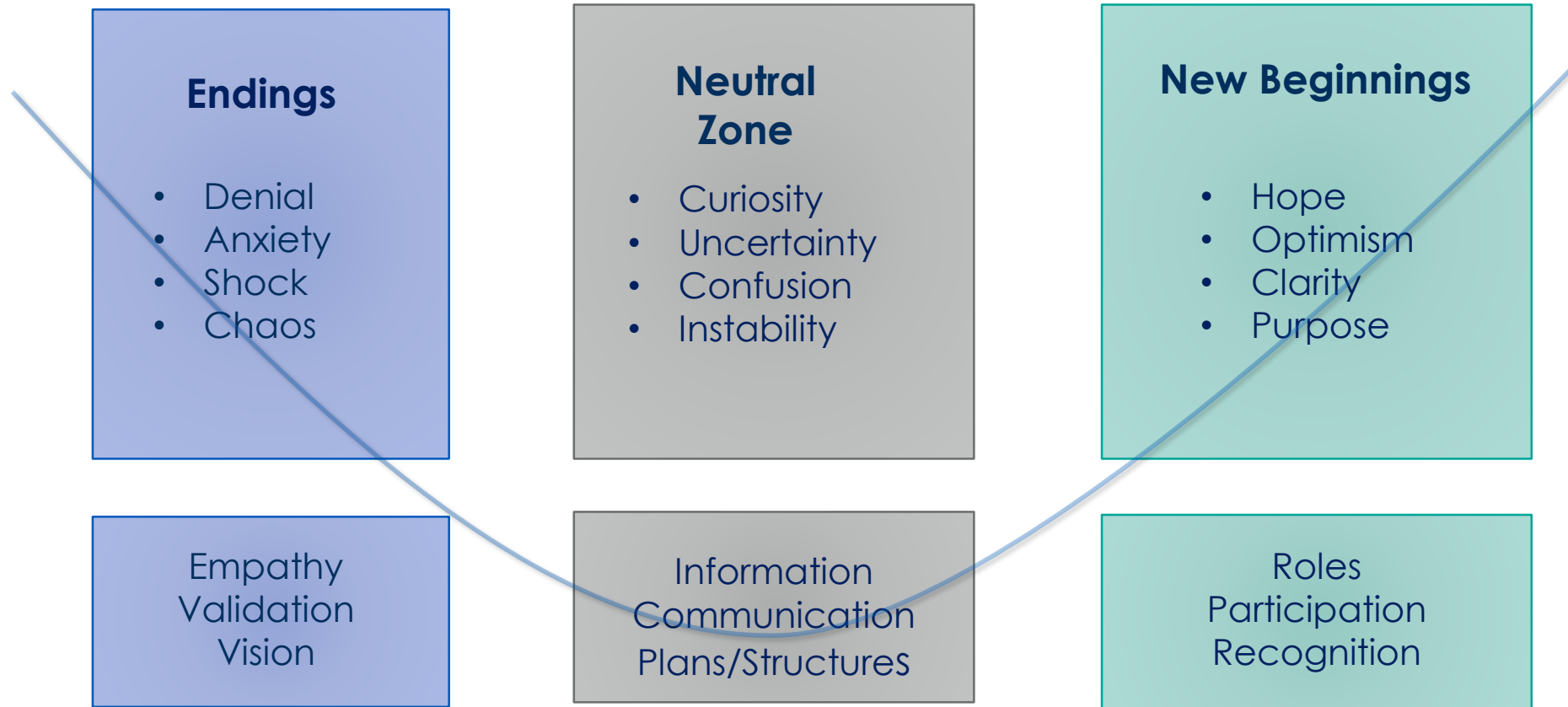
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“It’s not so much that we’re afraid of change or so in love with the old ways, but it’s that place in between that we fear...It’s like being between trapezes. It’s Linus when his blanket is in the dryer. There’s nothing to hold on to.”

Marilyn Ferguson, Futurist

# Transition Model



→Performance Curve

Adapted from William Bridges' Transition Model

# Common Responses To Change

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## Mind:

Confusion, forgetfulness, difficulties with focus & concentration, disorganized, cycling thoughts, indecisive, disbelief, **bargaining**, loss of confidence, disorientation

## Behaviors:

Accident prone, mistakes, unhealthy behaviors (over/under eating, alcohol, drugs), short temper, performance issues, isolating, gossip, relationship issues

## Emotions:

**Denial**, **anger**, anxiety, sadness, fear, shock, grief, apprehension, irritability, impatience, confusion, disconnecting, vulnerable, agitated, withdrawn, tired, mood swings, hopelessness, **depression**, **acceptance**

## Body:

Fatigue, insomnia, body aches, tense muscles, heart palpitations, digestive problems, grinding teeth, muscular twitches, headaches, shallow breathing

\*Elisabeth Kübler-Ross, Psychiatrist (Death & Dying)

# Strategies for the Human Side of Change

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- ❖ Leadership strategies
- ❖ Team strategies
- ❖ Supports





# Leadership Strategies: Know Your Leadership Self

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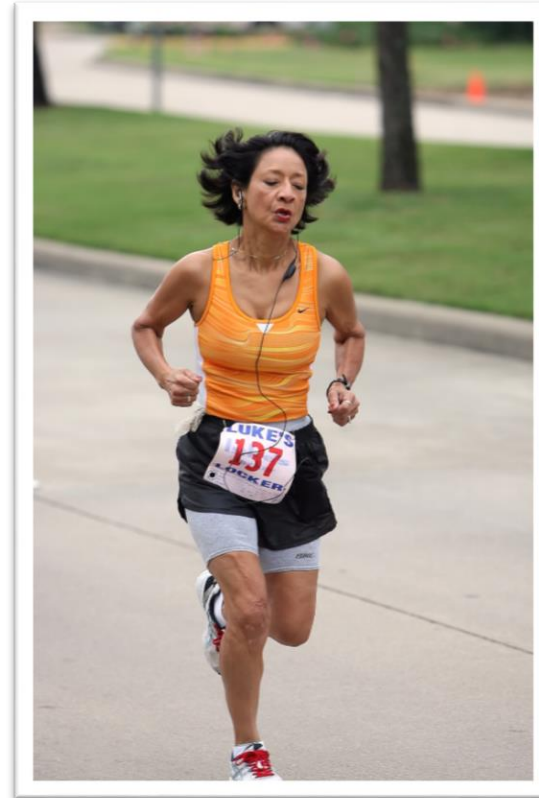


- ❖ What influences your response to leading others through change?
- ❖ How can you draw on your strengths?

# Leadership Strategies: Know Your Leadership Self

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- ❖ Identify your stress response
- ❖ Identify what you are losing:
  - ❖ Are there ways to compensate for losses?
- ❖ Marathon effect:
  - ❖ Awareness
  - ❖ Get input from others at all levels
  - ❖ Translate and operationalize key strategic steps



# Team Strategies: Know Your Team

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- ❖ Identify individual and team losses
- ❖ Everyone responds to loss differently
- ❖ What stress responses are you noticing or anticipating?



# Team Strategies: Know Your Team

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- ❖ Be present:
  - ❖ Show up to events/meetings
  - ❖ Provide information and listen to understand their perspectives
  - ❖ Have an “open door”
  - ❖ Connect through “walk-arounds”
  - ❖ Continue to consistently have team and individually meetings



# Team Strategies: Communicate, Communicate, Communicate!

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- ❖ Explain the reason for the change versus selling the solution
- ❖ Identify and communicate anchors
- ❖ What do you know, what do you not know, and when can you tell them more
- ❖ Rumor control mechanisms
- ❖ Talk about the change:
  - Let them know it's human to have a response to change
  - Ask and listen to what employees are concerned and excited about the change
  - Acknowledge losses, as appropriate, openly and empathetically

# Transition Model

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## Endings

- Denial
- Anxiety
- Shock
- Chaos

Empathy  
Validation  
Vision

## Neutral Zone

- Curiosity
- Uncertainty
- Confusion
- Instability

Information  
Communication  
Plans/Structures

## New Beginnings

- Hope
- Optimism
- Clarity
- Purpose

Roles  
Participation  
Recognition

Adapted from William Bridges' Transition Model

# EAP Is Here To Support You

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- Free for you and your family
- Confidential
- Easy to access
- Expert professionals
- From workplace concerns to everyday concerns to serious issues
- Practical help
- Caring and respectful
- Culturally relevant
- Supporting the WHOLE person



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# Organizational Consultation

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For supervisors, leaders, & HR:

- Advice
- Problem Solving
- Coaching
- Support
- Resources
- Employee Referrals

Offered by:

experts on workplace behavioral health with experience and knowledge working in the public sector, higher education, and human resources



On topics such as:

- Performance or Disciplinary issues
- Substance Misuse
- Managing Change
- Conflict
- Domestic Violence
- Sexual Harassment
- Illness and Death
- Mental Health
- Suicidality
- Safety Concerns
- Secondary Traumatic Stress



# How Do You Access EAP Services?

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**eap.wa.gov**  
**877-313-4455**



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*No-cost, confidential support to help with  
work and life challenges.*

# Learning More About Leadership & Change

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## Take a class:

### Department of Enterprise Services (DES):

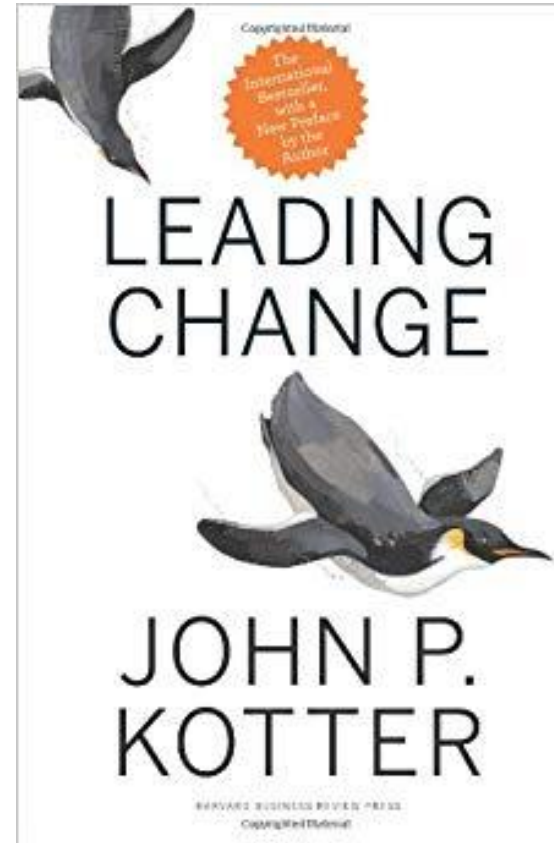
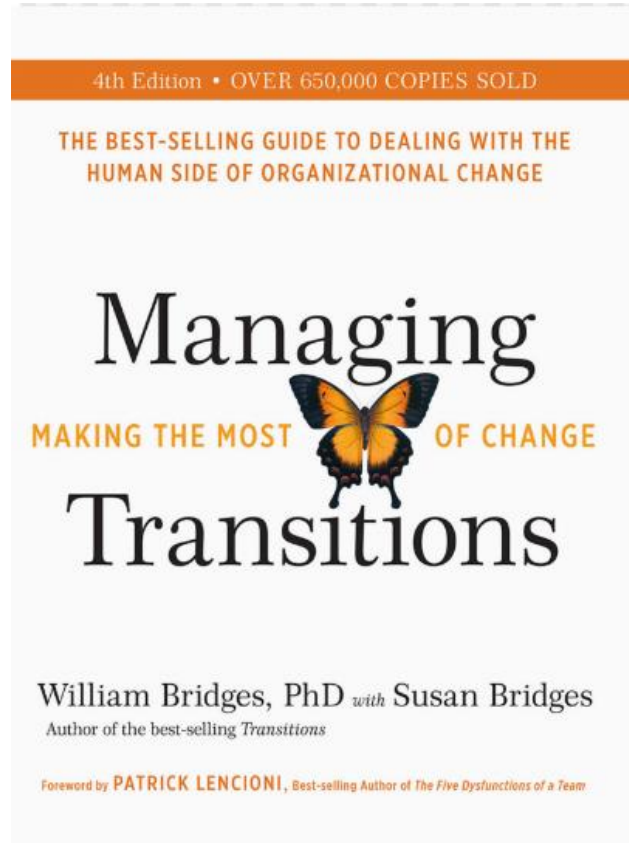
- Visit the [Learning Management System \(LMS\)](#) website for the latest classes
- For more information email [traininginfo@des.wa.gov](mailto:traininginfo@des.wa.gov) or call 360-664-1921

### LinkedIn Learning:

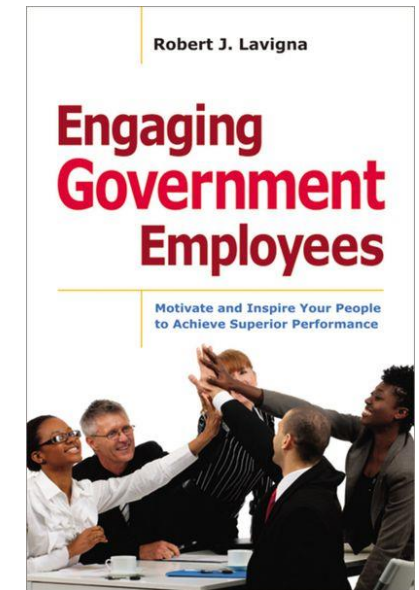
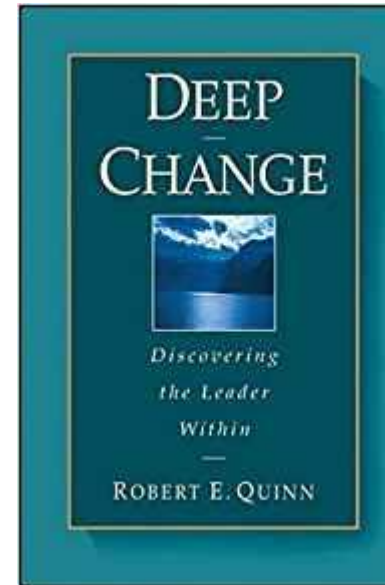
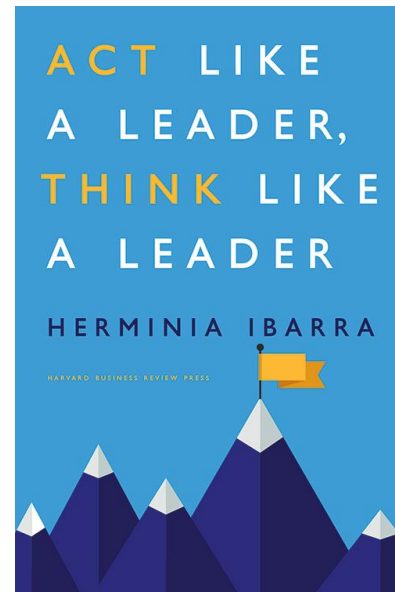
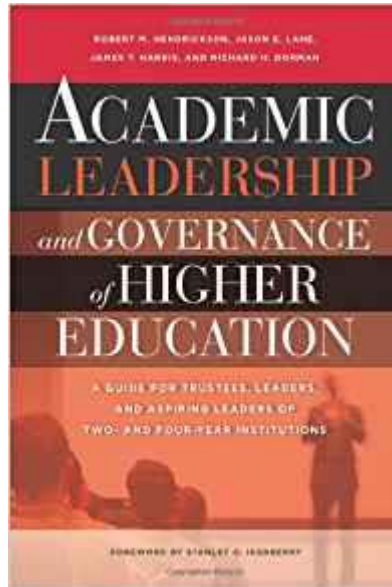
- Creating a Culture of Change by Jerry Pico (56 mins.)
- Leading Change by Gary Bolles (72 mins.)
- Managing Resistance to Change by Henna Inam (4 mins.)



# Learning More About Leadership & Change



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# Learning More About Leadership & Change

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## Websites:

- [Center for Creative Leadership: Leadership in Times of Change and Crisis](#)
- [Harvard Business Publishing: Resources to Lead Effectively Amid COVID-19](#)
- [Marcus Buckingham: Standout Strengths Assessment](#)
- [Results Washington: Human Centered Government](#)
- [William Bridges: Strategies for Managing Change](#)

## Helpful people:

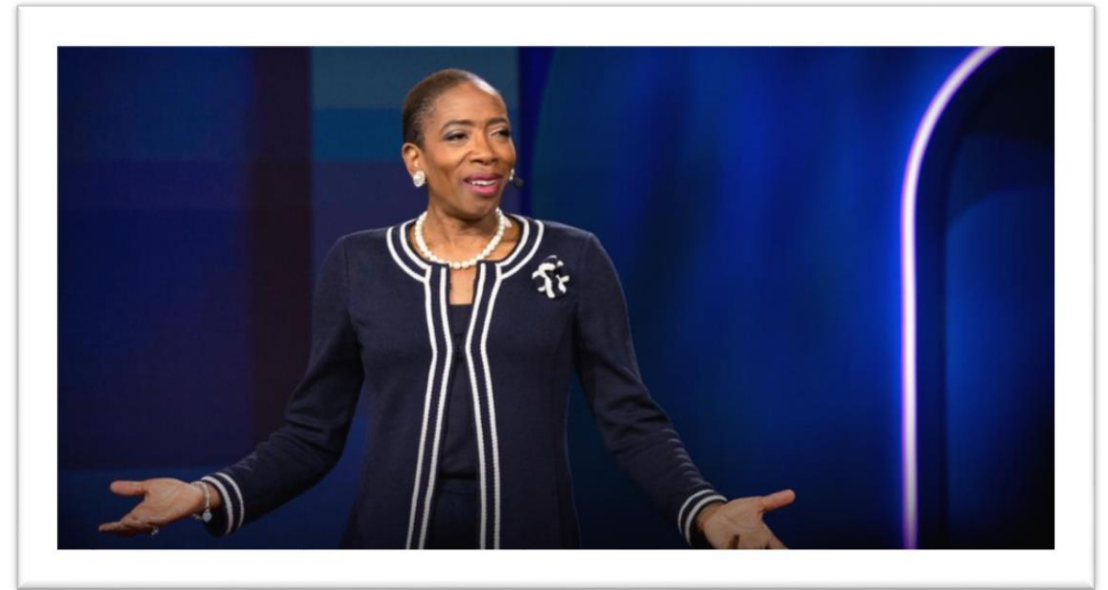
- Organizational Development Consultants
- Formal or informal mentors

# Learning More About Leadership & Change

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## Ted Talks Videos:

- [The Crisis of Leadership- and a New Way Forward](#) by Halla Tómasdóttir and Bryn Freedman (14 mins.)
- [How Great Leaders Inspire Action](#) by Simon Sinek (14 mins.)
- [How to Find the Person who can Help you get Ahead at Work](#) by Carla Harris (13 mins)
- [The Human Skills We Need in an Unpredictable World](#) by Margaret Heffernan (16 mins)



Carla Harris, *Expect to Win: 10 Proven Strategies for Thriving in the Workplace*

# References

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- ❖ [5 Ways COVID-19 Has Changed Workforce Management](#) by Sarah Kirby, World Economic Forum (2020)
- ❖ [Busting the Bureaucratic Iron Cage: How to Win Support for Change](#) by Carsten Tams, Forbes (2018)
- ❖ [Change-Capable Leadership: The Real Power Propelling Successful Change](#) by Shannon Muhly Bendixen, Michael Campbell, Corey Criswell, and Roland Smith, Center for Creative Leadership (2017)
- ❖ [Change Comes at a Cumulative Cost: Make it Worth the Investment!](#) by Kristin Cullen-Lester and Bryan Edwards, Center for Creative Leadership (2015)
- ❖ [The Marathon Effect in Change Management](#) by Caspar Jans, LinkedIn (2017)
- ❖ [Managing Transitions: Making the Most of Change](#) by William Bridges (2004)
- ❖ [Now, Discover Your Strengths](#) by Marcus Buckingham & Donald Clifton, Ph.D. (2001)



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